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Organizational matters

Report on the first regular session 2000 24-28 and 31 January 2000, New York

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I. ORGANIZATIONAL MATTERS

1. The outgoing President, H. E. Mr. Asda Jayanama (Thailand), opened the session. He thanked the Bureau members for 1999 for their hard work and dedication, noting that the Bureau had held six formal meetings and a number of informal meetings since the third regular session 1999. He also expressed appreciation to the Executive Board members, the Administrator and the Executive Director, as well as their staffs for having made possible the achievements of the Board in 1999, which had been an active and productive year for both UNDP and UNFPA. He noted the approval of the first UNDP multi-year funding framework (MYFF) in September 1999 and the organization's first funding event, as well as the arrival of the new Administrator in July 1999. Progress had been seen in the development of the UNFPA MYFF, and key decisions on sector-wide approaches, the technical advisory programme for 2000-2003 and on the strategic role of UNFPA in assisting programme countries in implementing the key actions that had emerged from the ICPD+5 process.

2. The Executive Board elected the following members of the Bureau for 2000:

President:	H. E. Mr. Vladimir Galuška (Czech Republic)
Vice President:	H. E. Mr. Gert Rosenthal (Guatemala)
Vice President:	Mr. Tetsuo Kondo (Japan)
Vice President:	Mr. Mathe Matthews Diseko (South Africa)
Vice President:	Mr. Le Hoai Trung (Viet Nam)

3. The President expressed deep appreciation to Mr. Jayanama and the Bureau members for 1999 for their excellent leadership of the Executive Board. He noted that the current session was the first Executive Board session in the new year, as well as the new century and millenium and that there was always much optimism at new beginnings. Thus, the Board should begin its work in 2000 with a positive spirit. Although the financial situation of UNDP and UNFPA merited serious concern, the Board could be optimistic that with the leadership of the Administrator and the Executive Director, as well as the implementation of the MYFFs, improvement should be seen in the near future. The Administrator's ideas for management reform were challenging and the discussion would be fruitful. The move to enhanced dialogue in the Board on programming matters for both organizations should lead to a more focused role for the Board in that area.

4. The President stated that while the twentieth century had brought many positive changes for some programme countries, others had suffered greatly and serious and growing challenges to development remained a steadfast concern for the Board. UNDP and UNFPA were relatively small organizations when compared with others in the global arena, but they were universal and neutral and provided solid and trusted partnerships with the Governments of programme countries. That is why Board members, both donors and programme countries, should support them, guide them and also question and argue with them, so that the aim to achieve the best in programming, management and administration could be met. The Board provided an active constituency for UNDP and UNFPA, and thus, all members were encouraged to get to know the organizations they

were governing, by asking questions, seeking information, meeting with staff, and participating in Executive Board field visits.

5. He hoped that the session would mark a new and positive beginning in the work of the Board towards building a hopeful, safe and flourishing future for those living in programme countries.

Agenda and work plan

6. The Secretary of the Executive Board elaborated on the elements contained in the provisional agenda, list of documents and work plan for the session (DP/2000/L.1). She noted that a revised work plan had been distributed to the Executive Board. She also noted that one UNDP document had been submitted to the Board that had not been included in document DP/2000/L.1: the first extension of the country cooperation framework (CCF) for the Republic of Moldova (DP/CCF/MOL/1/EXTENSION I). The Chairman of the Development Assistance Committee of the Organisation for Economic Co-operation and Development would address the Board on 26 January. An informal meeting on the launching of the national human development report of China would be held on 27 January. The joint meeting of the Executive Boards of UNDP/UNFPA and the United Nations Children's Fund (UNICEF), with the participation of the World Food Programme (WFP), on the United Nations Development Assistance Framework (UNDAF) for India, was scheduled for 31 January. An explanatory note and annotated agenda on that meeting were distributed.

7. The Chief, Executive Board Branch, UNFPA, informed the Board that two UNFPA documents had been submitted to the Board for the session that were not included in DP/2000/L.1: the report of the Advisory Committee on Administrative and Budgetary Questions on UNFPA financial, budgetary and administrative matters (DP/FPA/2000/5) and the report on the World Health Organization (WHO)/UNICEF/UNFPA Coordinating Committee on Health, which met at Geneva from 2 to 3 December 1999 (DP/FPA/2000/CRP.2).

8. The Executive Board approved the agenda and revised work plan for its first regular session 2000 (DP/2000/L.1).

9. The Executive Board approved the reports on the annual session 1999 (DP/1999/28) and the third regular session 1999 (DP/2000/1).

Work plan 2000

10. The Secretary of the Executive Board introduced the annual work plan 2000 (DP/2000/CRP.1), noting that it had been prepared by the secretariat in consultation with the Bureau of the Board. The Bureau had held a series of official and working meetings to review its content and had discussed issues relating to the work of the Board in 2000 and beyond. In particular, the Bureau had examined the question of how the Board reviewed programming instruments such as CCFs and country review reports (CRRs). Overall, the consultations on the work plan were held with the aim of enhancing the work of the Board, especially in the light of the increasing amount of documentation submitted to the Board, the Bureau had also examined the work plan in the light of new reporting requirements as a result of the UNDP MYFF and related matters.

11. The Bureau had also examined the possible rationalization of the schedule of meetings, in terms of holding the funding meeting at the same session as the submission of the results-oriented annual report (ROAR), as requested by the Board. The Secretary noted that that arrangement would not be possible in 2000, but it was hoped that in future years the two items would be examined at the same session, by holding the annual session earlier.

12. The Secretary then reviewed the four main highlighted areas for 2000 for UNDP, as contained in document DP/2000/CRP.1: management reform, programme results, budget and finance, and the annual report of the Administrator. She noted that the UNDP-associated funds, although included in the ROAR for 1999, would continue to report individually every two to three years as necessary, with the United Nations Development Fund for Women (UNIFEM) reporting at the second regular session 2000, and the United Nations Volunteers programme reporting at the annual session 2000. The sub-goals of the MYFF on which the ROAR for 1999 would particularly focus were noted in paragraph 8 of document DP/2000/CRP.1. At the annual session 2000 some CCFs and CRRs would be taken up on an exceptional basis.

13. The Chief, Executive Board Branch, UNFPA, stated that 2000 was a pivotal year, similar to 1995, the first year immediately following the International Conference on Population and Development (ICPD), during which UNFPA worked closely with the Executive Board in establishing the Fund's programme priorities and resource allocation system in the light of ICPD. In the coming year, UNFPA would again work closely with the Board on a similar exercise, based on the outcome of the recently concluded ICPD+5 process. Other highlights for the year included the Fund's country programming process and its MYFF, as elaborated in DP/2000/CRP.1. He noted that adoption of the MYFF could result in additional reporting requirements to the Board at its annual session 2000.

14. One delegation welcomed the review of the work plan for 2000, underlining the fact that the rationalization of the work of the Board was essential. The key issue for his delegation was ensuring the high quality of governance and maintaining the credibility of the work of the Board, factors integral to the level of support to the organization. He underlined the need to establish clear procedures with regard to financial, budgetary and administrative items, to ensure their proper consideration by the Board. On the issue of programming, representatives should be well prepared to take part in the discussions on CCFs and CRRs. The discussion at the current session on CRRs had been useful and should be repeated. Board members must consider proposals to improve the review of programming instruments as that was directly linked to the quality of UNDP programmes and ultimately to resource mobilization. His delegation advocated a careful examination of the number of sessions of the Board. He requested that a process to involve Board members in the evaluation of non-core resources to be submitted to the Board at its annual session 2001 be initiated soon, as stated in decision 98/2.

15. Another delegation concurred with the previous speaker on the need to evaluate the process of reviewing UNDP programming instruments. The speaker requested information on how an earlier annual session in 2001 would impact on the scheduling of the second regular session.

16. One speaker underlined the need for selectivity in the discussion of CCFs and CRRs. It was hoped that UNDP would continue its practice of organizing meetings for the Board with resident representatives present in New York during the sessions of the Board. Some

concern was expressed about having a shortened annual report of the Administrator, as noted in document DP/2000/CRP.1. Moreover, it was absolutely essential that UNDP produce an illustrated annual report without delay, for public consumption.

17. Another speaker proposed that the number of sessions be reduced to two regular and one annual session beyond 2000, in order to alleviate the workload of the secretariat.

18. The Secretary of the Executive Board reiterated that the Board had endorsed holding the consideration of the ROAR and the funding meeting at the same session. However, there were practical problems, such as the need to allow adequate time for the preparation of the ROAR once the data for the preceding year had been received and the need to hold the funding meeting early enough in the calendar year. The same issue would apply to UNFPA once its MYFF was adopted. The matter of the number and timing of sessions had been discussed in the Bureau in connection with the preparation of the annual work plan for 2000. With regard to programming instruments, she noted that legislation for the consideration of both CCFs and CRRs was contained in decision 96/7. The Bureau had agreed to select 10 country reviews per year, based on certain criteria, to illustrate the different aspects of UNDP work at the country level. The criteria were: geographical distribution, completion of the preparation of a second CCF; range of examples, including least developed countries, countries in special development circumstances and middle-income countries; and countries with an UNDAF process under way. The process of examination of CCFs in the Board needed more review. Note had been taken of the comment on the illustrated annual report. A meeting for the Executive Board with visiting resident representatives may be arranged just following the global meeting of resident representatives, scheduled to be held from 28 February to 3 March 2000, and whenever feasible at future Board sessions.

19. The Chief, Executive Board Branch, UNFPA, noted that in the annex to document DP/2000/CRP.1 there was a reference to the first funding session under the list of items for the annual session. He noted that the document had been prepared when it was not certain whether the MYFF would be taken up at the second regular session, so the reference had been included as an option. He noted that the information contained in the work plan and request for programme expenditure authority under item 4 of the agenda for the annual session would be integrated into the MYFF and therefore there was no need to present a separate work plan to the Board. He said that the report on the status of financial implementation of UNFPA country programmes, also under item 4 of the agenda of the annual session, would be annexed to the Executive Director's annual report. It was proposed that item 5 of the second regular session 2000, on emergency assistance, be postponed to the annual session 2000. UNFPA welcomed the proposal to have only three sessions a year, particularly in view of the considerable demands placed on the organization in preparing for three Executive Board meetings in the first six months of the year.

20. One delegation proposed that the structure of the MYFF be examined with a view to how the sessions would be organized. A reduced number of sessions was of concern.

21. Another speaker also underlined the importance of the number of sessions. He raised a query regarding whether the Human Development Report 2000 could be launched during the annual session 2000 and noted that his delegation advocated greater discussion of that report in the Board.

22. The Secretary of the Board noted that the possibility of holding the launch of the Human Development Report 2000 during the annual session 2000 would be examined by the secretariat. She also noted that informal discussions on the preparation of the evaluation of non-core resources, as legislated by decision 98/2, would begin soon.

23. The Executive Board approved the annual work plan 2000 for the UNDP/UNFPA Executive Board (DP/2000/CRP.1) as orally amended.

Schedule of future sessions

24. The Secretary of the Executive Board informed the Board that the dates for the sessions in 2000 and the tentative dates for 2001, based on discussions held on the annual work plan for 2000, had been distributed. She noted that a number of delegations had suggested that the annual session 2001 be held when the Board could consider both the ROAR and the funding meeting at that session. The proposed dates for 2001 would be further discussed in the Bureau.

25. The Executive Board agreed to the following schedule of its future sessions in 2000:

Second regular session 2000:	3-7 April 2000
Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	11-15 September 2000

26. The Executive Board agreed to the following tentative schedule of its future sessions in 2001:

First regular session 2001:	[22 January-2 February 2001 or 29 January-10 February 2001]
[Second regular session 2001:	19-23 March 2001]
Annual session 2001:	14-25 May 2001 (New York)
Third regular session 2001:	10-14 September 2001

27. The Executive Board agreed to the agenda for the second regular session 2000, as listed in the annex to decision 2000/6. The Secretary invited the Board to inform the secretariat of any further comments on the agenda, which would be discussed in the Bureau. She also noted that it was possible that some of the documents for the second regular session would be late, given the short time-frame for preparation. If there were any changes to the agenda proposed by the secretariat or by representatives, it would be discussed by the Bureau.

UNDP segment

II. BUSINESS PLANS, 2000-2003

Statement by the Administrator

28. The Administrator introduced the UNDP Business Plans, 2000-2003 (DP/2000/8). The comprehensive assessment of the UNDP 2001 change process (DP/2000/3) was also submitted for consideration under the same item.

29. The Administrator underlined the fact that the problem that UNDP was grappling with was thought of as a funding crisis but it was in reality a development crisis. In 1999, the income of UNDP core resources had been less than $700 million, partly owing to currency fluctuations, but had more broadly to do with the falling away of the organization's funding base. The erosion of the funding base would greatly affect United Nations development activities, in particular in Africa, where UNDP would be spending less than 50 per cent of what it had spent five years previously.

30. He emphasized the point that although the funding situation was desperate, the organization could not stand still and wait for donor commitment. It must proceed with the clear principle that if UNDP reformed, donors would make more core resources available. In that case, UNDP needed to show that it could perform and have an impact through its programmes, even with reduced resources. Through programme successes, the organization could attract more resources.

31. On the subject of non-core resources, the Administrator noted that total resources available to UNDP in 1999 had been $2.5 billion. Annual rates of growth for non-core resources were 20 per cent or more. The success of non-core strategies needed to be utilized in the poorer countries. However, he underlined the fact that a more dynamic non-core fund-raising strategy was a supplement to not a substitute for a strong core.

32. The Business Plans had been the subject of extensive consultations both in New York and at the country level. Adjustments had been made to the original draft in order to gain the full support of both programme and donor countries.

33. The Administrator stated that UNDP, while small in financial terms, had influence through ideas. With a declining core resource base, UNDP had sought to organize and align its services and expertise and operations behind the priorities of programme countries. The comparative advantages offered by UNDP were its global and influential nature and the trust it enjoyed at the national, regional and global levels. The organization could deliver advice, particularly in policy dialogue and institutional development. He noted that UNDP interventions in that respect could still promote the goals of the organization in areas such as gender and the environment. While driving its work upstream in response to programme country demand, UNDP was moving away from a small dispersed project portfolio towards projects that supported strategic advice for change. He underlined the point that the approach was a country-driven, not headquarters-driven response to a change in demand. He pledged to donors that 100 cents of every additional dollar would go to programme, and not to administrative overhead costs.

34. The Administrator outlined the steps that UNDP would take with regard to reorganizing headquarters. First, UNDP would focus its resources where programme country demand was greatest and second, policy support would be aligned behind that demand. Regional bureau directors at headquarters would be retained to sustain in New York and capitals a higher level of relationships with Governments. Administrative, programmatic and policy functions would be simplified and decentralized for the field. The number of staff working in headquarters would be cut by 25 per cent over the following 18 months to two years.

35. He described management actions taken, including the merger of two bureaux into a Bureau of Management and plans to strengthen the Office of the Human Development Report and develop a dynamic and expanded model of South-South cooperation. He noted that the new Bureau of Resources and Strategic Partnerships would work on reversing the decline in core funding and respond to emerging issues that were becoming part of a supplementary, non-core fund-raising strategy. Other measures taken included a new matrix management system, intended to meet the demands for support of a country-driven programme. A major restructuring of the decision-making processes would take place through the new cabinet-style Executive Team. The Administrator stressed the fact that activities that did not meet new priorities would be stopped. A vigorous process of personnel reform would be implemented with the Administrator as de facto chief personnel officer.

36. The Board's support of the Business Plans would add to the momentum of the reform already begun. Certain other issues would be brought up later in the year, such as the broader United Nations Development Group dimension. The UNDP role in crisis and post-conflict situations and execution arrangements as well as results-based management would be taken up later in the year.

37. The Administrator underlined that it was now a moment of historic opportunity, a time when possibilities translated into achieving key goals in development. UNDP and the Board were at a watershed moment, where they could collectively move forward as a catalyst for change, or to redundancy, as a development agency lost between larger or smaller rivals. In sum, the quality of support from the Board was vital.

Comments by delegations

38. Many delegations welcomed the Administrator's intentions to renew UNDP through the Business Plans and looked forward to the implementation of the Plans. Most speakers underlined the severity of the current situation of UNDP and the need for the organization to revamp its operations in order to attract resources and ensure its effectiveness. Although important steps had been taken in recent years, including the adoption of the multi-year funding framework (MYFF) and change management, more needed to be done and lessons learned incorporated. Several delegations stated that the Plans were still a work in progress. Many speakers praised the thorough process of consultations that had preceded the current session.

39. Commenting on the comprehensive assessment of the change management process (DP/2000/3), speakers appreciated its frankness about problems faced in implementation of that process. The analysis presented in the report provided a point of departure for further discussions, according to one delegation. Another delegation praised the

Administrator's intention to build on the change management agenda of his predecessor, including such aspects as changing leadership style, accountability, corporate culture, performance and innovative partnerships.

40. The Minister of Health of Botswana underlined the significance of the discussion on the Business Plans, which she hoped would launch a UNDP better able to enhance its contribution to the development of programme countries, particularly those in Africa. Her delegation saw the Business Plans as an instrument that would further reinforce the MYFF and its objectives. Sound and pragmatic policies were critical and the Administrator's commitment to reinforcing the role of UNDP in policy support and institutional development was prudent and appropriate. She noted in particular the crucial role of the Regional Bureau for Africa as a partner for global networking and country office support. The Business Plans and the resource mobilization strategy thus had the full support of her Government.

41. The representative of Nigeria, speaking on behalf of the Group of 77 and China, underscored that the Group fully recognized the right of the Administrator to make appropriate organizational changes that would safeguard the essential characteristics of the organization and conform to the relevant General Assembly resolution pursuant to which the mandate and overall structure of UNDP had been established. The Group's view was that the reform of the organization should be guided by the key objectives of an increase in core resources and an improved delivery of services to developing countries in accordance with their national development objectives and priorities. The Business Plans needed to emphasize the importance of resource mobilization and devise a workable plan for restoring needed funding by donors. The Group wished to underline the sectoral focus in the work of UNDP, which was one of the greatest assets that it had provided to developing countries and one that should be preserved and fostered. The organization's support to government programmes and projects should therefore continue to be targeted at promoting economic growth and sustainable development with poverty eradication and overall human development as top priorities. Many delegations stated that they associated themselves with the statement of the Group of 77 and China.

42. One delegation stated that it was common practice in the Executive Board for individual members or observers to speak from their own national viewpoint and to avoid speaking on behalf of groupings of countries. True partnership should be preserved through the unique experience of having individual viewpoints.

43. The representative of the Group of 77 and China stated that it had addressed the Executive Board several times in previous years and that no legislation prevented it from doing so. She underlined the point that all decision-making rested with the Executive Board and the Group's statement was a contribution to the debate.

44. Many delegations emphasized that the Business Plans must remain flexible, with future opportunities to analyse and assess their progress, clarify details and elaborate goals and it was essential that the Plans be adapted to country-specific situations within a country-driven approach. Many speakers underlined the need for UNDP to maintain a strong relationship with both the donor and the programme countries in implementing the Business Plans. In looking forward to the implementation of the Plans, some speakers emphasized the need for more measurable indicators. One delegation stated that a more precise plan of action and detailed budget were needed for it to consider financial support

to implementation of the Business Plans. Another speaker requested a breakdown of the expenditure of $25 million for implementation of the Plans, referred to in paragraph 87 .

45. Many delegations underlined the need to return to a viable core-funding base. Moreover, it was emphasized that UNDP must prove that it was maximizing the contributions and that it would remain a useful organization for development assistance. One speaker pointed out that a renewed commitment by all States to the value and effectiveness of multilateral development cooperation was needed to achieve both results and restored funding. Many speakers called for a more explicit strategy for resource mobilization for core resources than that presented in the Business Plans. During the course of the discussion, several delegations indicated that they would increase their contributions to UNDP core resources in 2000, with two indicating a 25 per cent increase as compared with their contributions in 1999. One delegation stated that full implementation of Executive Board decision 98/1 would influence its considerations regarding future financial support to UNDP.

46. Although many speakers expressed their support for the upstream approach of UNDP assistance as a means of maximizing the impact of development assistance, others underlined the need for UNDP to remain flexible in programming depending on the needs of programme countries and their individual situations. Some delegations stated that the upstream concept would ensure that project and programme performance in UNDP became catalytic and as replicable as possible to ensure the best possible results. A good example of how UNDP worked with both a country-driven approach and provision of policy advice was the national human development reports. It was emphasized that UNDP should avoid politically sensitive areas and build on its special relationship of trust with programme countries.

47. One delegation cautioned that UNDP risked becoming a high-level consultancy organization if its policy advice were not strictly linked to capacity-building and institution-building activities. Another delegation stated that programme countries could include desired activities in their CCFs without UNDP making an overall realignment.

48. UNDP was very well placed to play a key role in coordination as funder and manager of the United Nations resident coordinator system, in particular in creating a more coherent development system, according to several speakers. In that regard, it was essential that highly qualified resident coordinators be selected. The importance of the UNDAF and the CCA in country-level coordination was underlined.

49. Several delegations underlined the need for UNDP carefully to define its role, functions and comparative advantage, keeping in mind the guiding principles adopted in Executive Board decision 98/1. It was noted that the performance measures proposed as well as the MYFF and the ROAR, would assist in assessing the comparative advantage of UNDP in coming years. Information was sought on what areas would be transferred to other organizations or cut, as well as information on the process by which that would happen.

50. Several delegations expressed the view that the Business Plans did not clearly define the focus that was needed for the future of the organization, with one stating that upstream interventions was too broad and general a concept. Some speakers stated that analysis was lacking on how the focus on upstream activities would support the central goal of UNDP in poverty eradication and information was sought on how the interventions of

UNDP would complement the poverty reduction strategies of other organizations, such as the World Bank. Several delegations underlined the need for UNDP to concentrate its activities on the poorest countries. Several speakers underlined the important role that UNDP should continue to play in the follow-up to the World Summit on Social Development.

51. Support was expressed for the utilization of specialized agencies for activities in their relevant areas of expertise, with a clear definition of how UNDP would collaborate with those organizations. The ongoing United Nations reform process must also be taken into consideration. Duplication and overlapping with other parts of the United Nations system must be avoided. One delegation stressed the point that UNDP should not directly compete with the secretariat and the specialized agencies with regard to developing policy expertise within the organization. Another speaker emphasized the point that partners identified by UNDP to undertake activities would need to be fully acceptable to the Governments of programme countries concerned.

52. Several delegations emphasized the need to define clearly the concept of governance and how it would be applied in UNDP programmes. One delegation proposed that there be an agreed written definition. It was essential that the concept be defined through a transparent and participatory approach. Speakers underlined the point that the emphasis on governance should not mean neglecting activities related to poverty eradication and that it should not be imposed on any country. One delegation noted that the term had been defined in UNDP in broader terms than in other United Nations organizations.

53. Many speakers noted that the role of UNDP in crisis and post-conflict situations would be discussed at the second regular session. Some delegations took the opportunity to express appreciation for the work of UNDP in responding to emergencies related to conflicts or natural disasters. However, many underlined the fact that it was essential that UNDP cooperate closely with other organizations within and outside the United Nations system in order to ensure a smooth transition from emergency assistance to reconstruction and development and a proper division of labour at the country level. Others stated that UNDP must be selective with regard to the countries and circumstances in which it played a post-conflict role. Some speakers advocated a wider and broader discussion on the topic, with endorsement by the General Assembly of the proper roles for all involved organizations. Clear and transparent criteria needed to be applied, especially in crisis situations.

54. Many speakers welcomed the formation of the new Bureau for Resources and Strategic Partnerships. Enhanced coordination among all development partners was essential to making the most of limited resources. Several speakers praised the progress of UNDP relations with the World Bank and urged the two organizations to continue to work together, especially to avoid programmatic overlap. The participation of the World Bank in areas that had been traditional domains of the United Nations as well as its expanding role in policy advice needed to be taken into consideration in defining the UNDP of tomorrow. Several speakers underlined the importance of expanding technical cooperation among developing countries. One delegation emphasized the importance of forming partnerships with NGOs and the private sector in accordance with established criteria.

55. The work of UNDP in information technology, with a focus on the poor, was supported, as it offered great opportunities for sharing knowledge between countries and regions and within UNDP.

56. With regard to management issues contained in the Business Plans, most speakers praised the Administrator's intention to decentralize one fourth of the headquarters staff to the field and to decentralize policy work. One speaker was concerned that it could be harder to obtain information and data on country-level operations in a further decentralized UNDP. Many speakers underscored the importance of having strong regional bureaux in New York headed at the Assistant Secretary-General level. Some delegations called for the strengthening of the sub-regional resource facilities and a clearer definition of their role. Board members supported the cabinet-style leadership, the intention to develop staff competence, and training and other measures put in place by the Administrator, as explained in the Business Plans.

Response by the Administrator

57. The Administrator thanked those countries that had indicated increases in their contributions to the core budget of UNDP in 2000. He also thanked all delegations for their insightful and substantive comments, which would be studied closely.

58. In response to those who had requested more specificity regarding focus, he noted that all activities of the organization must support its overriding goal of human development and poverty reduction. Rather than use the term "good governance", he preferred to use the terms "policy dialogue" and "institutional development", which seemed more accurate and universally applicable. It was envisaged that focus areas such as gender, environment, and trade policy would come under that rubric under the overriding UNDP goal.

59. With regard to an overall definition for governance, the Administrator agreed that it could be difficult to determine a global definition agreeable to all countries. In his view, the defining would take place at the programme country level, where the services of UNDP were chosen for their ability to meet the needs of those countries. He emphasized that UNDP would specialize in those activities that programme countries wanted. Whatever UNDP could not provide, it would ensure that others, such as specialized agencies, would provide. The selections and the method by which services were defined and delivered would be identified through the ROAR and the Business Plans scorecard.

60. He emphasized that there was no substitute for strong core funding of UNDP and that non-core must be a supplement, not a substitute for core funding. However, UNDP must also seek non-core funding, as that was a dynamic and growing source of resources. He reaffirmed that the $1.1 billion target in core resources per year would be met. However, he was emphatic that a dynamic overall fund-raising strategy must include both core and non-core resources to reach the full potential of UNDP. He noted the strong funding by traditional donors to UNDP to efforts to combat HIV/AIDS in southern Africa. In his statement to the Security Council on 10 January, he had stressed the point that issues such as HIV/AIDS could not be dealt with in isolation from the broader development aspects of the crisis. The Board would determine whether the core funding target was reached and he was willing to take any steps necessary. The strong advocacy by programme countries of the critical role of UNDP in country-level activities was invaluable in convincing donors of the support needed for UNDP.

61. The cabinet-style management of UNDP would combine regional and cross-regional aspects of the work of the organization, ensuring that a knowledge-based and lessons-learned approach really worked. On another management issue, he noted that although core posts had been cut substantially in recent years, non-core project posts had grown. The 25 per cent reduction of staff at headquarters would involve both core and non-core posts. In particular, he stated that the large majority of senior staff should be at the country level. He underlined the fact that while posts would be reduced at headquarters, the Business Plans had committed the organization sharply to increase new recruitment, in order to renew the organization at the entry and middle-career levels. It was a challenge to do that within a no-growth administrative budget, and the process would have a large impact on staff.

62. The transition measures were to be funded from the $25 million allotment referred to in the Business Plans. Greater detail on expenditures would be provided at a future Executive Board session. The Administrator emphasized his recognition that the Executive Board had provided the momentum and that management would reflect very carefully on everything that had been said at the current session. Discussions on the role of UNDP in crisis and post-conflict situations would be taken up at the second regular session.

63. The final thought with which he wished to leave the Executive Board was that the Board had given UNDP the go-ahead to very difficult and painful management change. It was hoped that UNDP could count on the support of the Board and that all could keep an eye on the strategic goal, which was to get to the outcome of a renewed staff, committed to a more focused vision of where UNDP was going, responding above all else to the goals of the programme countries.

64. The Executive Board adopted the following decision:

2000/1. UNDP Business Plans, 2000-2003

The Executive Board

1. Recalls General Assembly resolution 53/192;

2. Recalls Economic and Social Council resolution 1999/6;

3. Reaffirms its decisions 94/14, 98/1, 98/23, 99/1 and 99/23;

4. Welcomes the efforts of the Administrator to secure the future of the United Nations Development Programme as a leading development programme of the United Nations and affirms its support to him in continuing those efforts, inter alia, in the framework of United Nations reform in operational activities;

5. Expresses serious concern at the decline in the level of core resources and calls upon the Administrator, in the context of the implementation of the Business Plans, to increase efforts in order to secure predictable funding for the United Nations Development Programme and to reach the agreed annual funding target of $1.1 billion in core resources;

6. Notes that the Business Plans emphasize that the operational activities of the United Nations Development Programme must remain country-driven;

7. Looks forward to the timely implementation of the Business Plans, 2000-2003 contained in document DP/2000/8 and requests the Administrator in implementing the Business Plans to take fully into account the views expressed at the first regular session of the Executive Board in 2000 and the fundamental characteristics of the operational activities of the United Nations;

8. Requests the Administrator to report to the Executive Board on the evolution and implementation of the Business Plans, 2000-2003 as part of the reporting cycle established under the multi-year funding framework.

28 January 2000

65. Following the adoption of the decision, one delegation emphasized that all delegations had the right to ask for time to reach a decision. Another delegation expressed its thanks for the cooperative spirit shown in reaching a decision in support of an effective and efficient UNDP that responded to the needs of programme countries and that had adequate resources to undertake the task. He underlined that allowing time to reach a final decision was vital in that it allowed the Board to reach a useful decision. He also noted that the request for time had also been made on behalf of the six delegations that sponsored a draft decision on the Business Plans. His delegation supported the provision of adequate decision-making in the future as the Board proceeded in its task to create an effective and efficient UNDP that responded to the needs of programme countries.

66. Another delegation expressed special gratitude to the Vice Presidents of the Board, under the leadership of the President, in their efforts to reach a consensus and partnership in the Board.

67. Another speaker reiterated the point that in connection with the adoption of the decision on the Business Plans, UNDP must continue to maintain its basic principles of universality and neutrality and its status as a voluntarily funded organization. In that regard, the relevant resolutions of the General Assembly and decisions of the Executive Board should be taken into account. The delegation also stated that decisions regarding the needs and priorities of UNDP programmes must be made solely by the Governments of the programme countries. He emphasized the point that the theme of governance should not for any reason be the only programme focus of UNDP and it should not be imposed on any country.

68. The Executive Board took note of the comprehensive assessment of the UNDP 2001 change process (DP/2000/3).

III. COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Introduction

69. The Associate Administrator introduced the item on country cooperation frameworks and related matters. He informed the Executive Board that the Administrator had approved the extensions of 26 CCFs for a period of one year. (For a list of the relevant documents, see paragraph 70 below.) The large number of extensions was linked to the overall core resource situation, in which three-year CCFs were extended for a fourth year. No new resources were allocated for the year 2000. Many countries therefore found themselves with very severely reduced resources for 2000 and 2001. Some extensions also served to allow for harmonized programming periods to allow for simultaneous starting dates with other funds and programmes.

70. The Executive Board took note of the following extensions of country cooperation frameworks, country programmes and regional cooperation frameworks: first extensions of CCFs for Angola (DP/CCF/ANG/1/EXTENSION I), Mauritius (DP/CCF/MAR/1/ EXTENSION I), Seychelles (DP/CCF/SEY/1/EXTENSION I), Swaziland (DP/CCF/SWA/1/ EXTENSION I), Indonesia (DP/CP/INS/5/EXTENSION I), Republic of Korea (DP/CCF/ROK/1/EXTENSION I), Belarus (DP/CCF/BLR/1/EXTENSION I), Bosnia and Herzegovina (DP/CCF/BIH/1/EXTENSION I), Bulgaria (DP/CCF/BUL/1/ EXTENSION I), Croatia (DP/CCF/CRO/1/EXTENSION I), Czech Republic (DP/CCF/CZE/1/EXTENSION I), Estonia (DP/CCF/EST/1/EXTENSION I), The Former Yugoslav Republic of Macedonia (DP/CCF/MCD/1/EXTENSION I), Georgia (DP/CCF/GEO/1/ EXTENSION I), Hungary (DP/CCF/HUN/1/EXTENSION I), Latvia (DP/CCF/LAT/1/ EXTENSION I), Lithuania (DP/CCF/LIT/1/EXTENSION I), Malta (DP/CCF/MAT/1/ EXTENSION I), Poland (DP/CCF/POL/1/EXTENSION I), Republic of Moldova (DP/CCF/MOL/1/EXTENSION I), Russian Federation (DP/CCF/RUS/1/EXTENSION I), Slovakia (DP/CCF/SLO/1/EXTENSION I), Slovenia (DP/CCF/SVN/1/EXTENSION I), Turkey (DP/CP/TUR/5/EXTENSION I) (country programme), Ukraine (DP/CCF/UKR/1/EXTENSION 1), Saint Helena (DP/CCF/STH/1/EXTENSION I); and the first extension of the regional cooperation framework for Europe and the Commonwealth of Independent States (DP/RCF/REC/1/EXTENSION I).

First country cooperation framework for Liberia

71. In introducing item 3, the Associate Administrator referred to the CCF for Liberia (DP/CCF/LIR/1), which had been prepared at a very critical time for the country. The country recently enjoyed a more positive outlook, based on the generally improved security situation in the country, the completion of an arms-destruction exercise, the positive role it had played in the peace process in Sierra Leone, a very strong commitment to pursue macroeconomic policies and a sustained government effort to consolidate lessons of the democratic process. Liberia was in a post-conflict situation that deserved close consideration by the Board. He noted that it was not always easy to attract the attention of international donors to Liberia. The country faced many great challenges, including reintegration of former combatants, refugees and internally displaced persons, reconstruction of facilities, and establishment of new institutions and democracy. He announced that a high-level delegation of UNDP, the World Bank and the Office of the United Nations High Commissioner for Refugees would visit Liberia, Sierra Leone and Guinea the following week to seek ways to address the "gap" issue in those countries. The

mission would be followed by a fund-raising event in New York to attract more attention to those post-conflict countries.

72. One delegation asked whether there had been opportunities for comments from Executive Board members at the local level before the CCFs were finalized. She also noted that in some cases third-party cost-sharing was lagging and asked whether UNDP had taken steps to remedy that situation.

73. Several delegations endorsed the role of UNDP in providing support to the reconstruction of that country. There was a special role for UNDP, particularly in capacity-building for good governance. Further information was sought on the role of UNDP in environmental conservation, particularly through the United Nations Office to Combat Desertification and Drought, and in economic management and reconstruction in Liberia. Another speaker underlined the useful role played by UNDP in economic management in Liberia, as it had done in other African countries in the previous two decades. One speaker sought information on the "division of labour" among United Nations organizations in that country, how partnerships operated, and on the linkage between upstream and downstream activities.

74. One speaker, noting the reference to his country by the Associate Administrator, requested further information on the implications of reduced resources available to his country from UNDP.

75. One delegation praised the decision by the Government of the Republic of Korea to "graduate" from programme country to donor status. The representative of the Republic of Korea noted that the three-year CCF had been scheduled to end in 1999, but in order to have time to study the future relationship between UNDP and the Government of his country, an extension was requested until the end of 2000.

76. Another delegation, referring to the extensions of CCFs for countries in Central and Eastern Europe, requested that UNDP closely collaborate with the European Union in giving policy advice to those countries working to join that regional grouping. The same speaker urged UNDP to work with its authorities in Angola on areas relating to reintegration, where similar efforts were being supported in a bilateral programme. Another delegation noted its technical cooperation with the Government of Angola through training exercises.

77. The Associate Administrator hoped that a decision would be reached to allocate more time to CCFs and country review reports. In response to the query raised, he noted that UNDP procedures did provide donors an opportunity to comment on the draft frameworks at the country level prior to the review by headquarters and submission to the Executive Board.

78. The Officer-in-Charge of the Regional Bureau for Africa noted the positive comments on the UNDP programme in Liberia. He took note of the comments on coordinating with a particular donor in Angola and noted that a new resident coordinator would soon be posted in that country. In response to the query raised, he stated that he would hold bilateral discussions on the implications of the reduced resources to the programme country mentioned.

79. The Resident Representative in Liberia responded to queries raised, noting that UNDP was involved in environmental management owing to the large reduction in forest cover that had occurred during the civil conflict. A co-financed project had been approved to establish an environmental secretariat in the Government to address the serious problems in that area. Activities in the area of environmental management addressed the need to rebuild the development infrastructure, including the departments of planning and finance and the Central Bank. Coordination within the United Nations system and with external partners in Liberia was good, he noted, and efforts were under way to strengthen the Government's capacity in aid coordination. Downstream activities were mainly aimed at assisting the Government to develop upstream activities.

80. The Executive Board approved the first country cooperation framework for Liberia (DP/CCF/LIR/1).

Assistance to East Timor

81. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific introduced the note by the Administrator on assistance to East Timor (DP/2000/5). He noted the quick response by the United Nations system, including UNDP, to provide assistance to East Timor beginning in September 1999. In November 1999, a small office had been established, with staffing through redeployment, and a donors' conference was held in December 1999. A Special Envoy of the Administrator had been sent to East Timor and a deputy and other staff, including secondments from donor countries, would be in place shortly. With regard to coordination, UNDP was actively involved in the various mechanisms, including chairing the heads-of-agency meeting attended by the Special Representative of the Secretary-General for East Timor, and a working group on infrastructure. A common premises committee had been established and communications had improved through the setting up of a satellite dish. UNDP worked closely with the United Nations Transitional Authority for East Timor (UNTAET), donors and the East Timorese authorities designated for development activities.

82. Several speakers took the floor to express support for the proposal contained in the note by the Administrator whereby $5 million from the target for resource assignment from the core (TRAC) would be allocated to meet immediate needs for assistance for the period 1999-2000 and the authority granted to make future allocations according to the formula applied to other programme countries. They noted the current critical phase in East Timor and praised UNDP for its constructive role there. One speaker raised a query regarding the coordinating role of UNDP in infrastructure and on its comparative advantage in the post-crisis situation. Details on the utilization of the financial allocation were sought. Several speakers noted their own national contributions to the transitional process in East Timor, including funding and personnel. One speaker noted the very limited absorptive capacity of East Timor and the resultant need for strong coordination.

83. The Assistant Administrator thanked the delegations that had taken the floor for their support. He stressed the need for a rapid response to the needs of East Timor during the time of transition. Several donors had specified at the recent donors' conference that funds be channelled through UNDP for specific projects. It was important to note that in East Timor everyone was beginning from scratch. An itemization of the use of the $5 million could be provided if needed. He stated that there was no CCF for East Timor, but that the Administrator would make proposals to the Executive Board on future operations at a

later date. The Bureau of Management had approved projects in an expeditious manner in order to ensure their quick implementation.

84. The Special Envoy of the Administrator for East Timor noted that activities in the area of infrastructure rehabilitation represented a very positive example of good coordination among the various actors, including the United Nations system and the external community as well as the East Timorese leadership. Those activities would later be transferred to the Asian Development Bank. All actions were discussed with UNTAET, taking into account its priorities. Assistance to East Timor was a good example of how the development gap could be filled by responding quickly to the most essential needs at a time of medium-term transition.

85. The Executive Board approved the following decision:

2000/2. Assistance to East Timor

The Executive Board

Approves the allocation of $5 million from the target for resource assignment from the core to meet immediate needs for assistance for the period 1999-2000 and the authority to make future allocations according to the formula applied to other programme countries.

25 January 2000

Country review reports

86. The Associate Administrator introduced the country review reports (CRRs) for Bangladesh (DP/CRR/BGD/1), Botswana (DP/CRR/BOT/1), China (DP/CRR/CPR/1), Kazakhstan (DP/CRR/KAZ/1), Kyrgyzstan (DP/CRR/KYR/1) and Viet Nam (DP/CRR/VIE/1). He noted that legislation agreed by the Board pursuant to decision 96/7 had called for reviews every three years. The reviews had begun to fall due in 1999, with 23 carried out in 1999; about 80 were scheduled for 2000. The reviews before the Board at the current session were the first six to be submitted. In the future, 10 review reports would be submitted per year based on agreed criteria. The reviews were a key tool for oversight and lessons learned. Future allocations of TRAC 2 resources would in part be based on the findings of the reviews, in keeping with results-based management. The reviews looked at focus, results and adherence to the guiding principles approved by the Board in decision 98/1 and were conducted by independent teams with a wide range of team leaders. The reviews supported the central roles of the UNDP country office and the recipient Government. The reviews were used to improve current operations to help in designing the next CCFs. They also enabled senior management to get better feedback on the role of UNDP headquarters in providing support to the country offices. In addition, the finding was that the guiding principles were being applied to a large extent. Once a review was completed, the country office and the Government decided on follow-up, which was discussed with headquarters and included in the action section of the review report.

87. The Minister of Health of Botswana described the highlights of the review process undertaken in her country. She noted that the former UNDP Associate Administrator, Mr. Raffeuddin Ahmed, had led the review in Botswana, which took place in August 1999.

The Government had participated actively in the review of the four main programme areas. She underlined the extent to which the spread of HIV/AIDS in the country was undermining improvements in overall poverty eradication and noted that the President of Botswana chaired the National AIDS Council. She underlined the need to implement the recommendations in the review report.

88. One delegation stated that the CRRs elaborated on the role and concrete impact of UNDP in programme countries. The attention to the wider issues of programme focus, national execution and advocacy was very useful.

89. Another speaker called for inclusion of information on the position of UNDP in terms of assistance provided to a particular country as compared with overall development assistance and United Nations-system support. In each review, inclusion of information on new partnerships would be very useful. He noted that in paragraph 31 of document DP/CRR/BGD/1, the importance of the national human development reports was noted in relation to the question of national implementation. In Bangladesh, there was an appropriate stress on the need to support national implementation through UNDP or others. He also noted that examples of governance activities undertaken at the request of programme countries were included in the review reports, in paragraph 18 of the report on Bangladesh and in paragraphs 14 and 16 of the report on China. He said that the French version of DP/CRR/BOT/1 had referred to the "insurmountable" problem of HIV/AIDS, and his delegation did not share that analysis as it was a question of security as well as health that could be overcome. The key was access to treatment for patients and joint action to provide drugs to programme countries. His delegation requested that the Administrator remain actively involved in the matter.

90. The Associate Administrator noted that the original English text of DP/CRR/BOT/1 had used the word "overwhelming", which did not have the same connotation as "insurmountable".

Review process and lessons learned

91. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific provided a synthesis of the lessons learned about the process of the reviews. Country offices conducted reviews on an annual basis, but the review of the CCF added an extra degree of independence through the team leader and inclusion of another UNDP colleague not from the reviewed country office. He noted some specific features of the reviews, such as the inclusion of bilateral partners in the review on China that enhanced understanding of UNDP programmes. The results of the review and findings were shared with the Governments, NGOs, and academia. UNDP believed that while the processes had so far gone well, there were some improvements to be made, especially with regard to the amount of resources allocated to the review process, which had been found to be insufficient. A very high level of participation had characterized the process, he noted, in particular in Viet Nam. The reviews had added to the workload of the country offices. Country offices were encouraged to look at the reviews in the light of the strategic results frameworks (SRFs) and it was hoped that in the future, reporting processes could be merged.

92. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States underlined the usefulness of the reviews, in particular to the new programmes in her region. She noted, in response to a query raised earlier in the

discussion, that the CCFs in her region that had been extended would be the subject of reviews in 2000, and she confirmed that UNDP was cooperating with the European Union in the relevant countries.

93. The Officer-in-Charge of the Regional Bureau for Africa underlined that the reviews enabled senior management to obtain effective feedback. The reviews effectively involved governments as partners, increasing their sense of ownership.

94. One delegation took the floor to emphasize the usefulness of the country review reports, noting that more results-oriented language would have enhanced the recognition of the concrete outcomes. In the future, the use of the SRFs would be welcomed in the country reviews, including inputs and outputs and indicators, which would be in line with the programming manual. In 1999, it was too early to build the reviews on the SRFs. Information on the usefulness of the reviews as a management tool was sought and whether the process was worth the time it took. All six reports referred to the United Nations Development Assistance Framework. However, he had a query regarding the reference in paragraph 45 of DP/CRR/KYR/1 regarding the pilot status of the World Bank Comprehensive Development Framework and its relationship with the UNDAF. It was important to know where UNDP was supporting the United Nations in its role as funder and manager of the United Nations resident coordination system. Information on partnerships and involvement of other United Nation organizations in the review process would also be welcomed.

Governance and policy-based advice

95. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States addressed the meeting on the governance and policy-based advice component of the reviews. Programmes related to governance, as exemplified in the reviews of Kyrgyzstan and Kazakhstan, were common to her region. In both countries, institution and capacity-building in support of national parliaments, human rights committees, and civil society community based institutions had been commended by the country review missions. They were found to be timely and responsive to country needs. The role of UNDP in policy formulation and in national institutions was found to be highly relevant in both countries. Because of the trust it enjoyed, UNDP was able to work in addressing sensitive areas such as anti-corruption activities and human rights in Kazakhstan and in electoral administration and the establishment of an ombudsman institution in Kyrgyzstan. UNDP had a greater role to play in building the foundation for democratic reforms within civil society in both countries through strengthening young civil society organizations and facilitating their contributions to policy and decision-making processes at national and local levels. The sustainability of UNDP programmes depended on the extent to which the prospects of sustainability for key institution-building initiatives were increased. Taking into account limited programme resources, UNDP would have to be very selective and focus on a limited number of programme interventions.

96. The Permanent Representative of Kyrgyzstan expressed gratitude for the review report on her country. The findings had assisted in the preparation of a new country cooperation framework. The report was accurate and corresponded to the views held by the Government regarding development needs. Coordination had greatly improved in her country, focusing on governance, economic transition, decentralization, development of

civil society and reduction of poverty. She noted that UNDP enjoyed confidence and respect in her country. A decrease in resources would create serious concern.

97. The representative of Bangladesh stated that the review report had been very well received by his Government. The programmes of UNDP extended beyond that of poverty eradication. He noted that while project documents took a long time to approve, UNDP could be helpful in speeding up implementation of the projects, based on its experience in other countries. The common database among United Nations organizations would be very useful.

98. The Permanent Representative of Kazakhstan noted the positive review and its usefulness in preparing for the second CCF for her country. UNDP support had provided concrete contributions to Kazakhstan in democratic reform, particularly with regard to the parliament and in the development of legislation. UNDP programmes had enabled progress for the Kazakh people, including assistance in the Semipalatinsk region.

99. One delegation addressed the review report for Viet Nam (DP/CRR/VIE/1), expressing concern that UNDP was involved in too many areas and could thus lose its comparative advantage given the decrease in core funding. Her government was of the view that UNDP should focus on building up a strong governmental capacity to coordinate assistance and to plan economic reform, creating a more active dialogue between partners on social dimensions, and initiating more interventions such as those mentioned in paragraphs 13 and 16 regarding assistance to prepare a national strategy for public administration reform and a national plan for an environmental agency, within the UNDAF. A clearer definition of the role of UNDP in providing support to the Government and in strengthening the Government's ability to implement its long-term development programmes could have been included in the review report.

100. The representative of Viet Nam expressed agreement with the findings contained in the review on his country (DP/CRR/VIE/1). He noted that UNDP had an impressive record in Viet Nam. A conference to review development assistance to Viet Nam had been held some two years ago, with the conclusion that cooperation with the United Nations had yielded good results. He noted that the UNDP programme in his country was very focused and coincided with his Government's priorities as well as that of major donors. The programmes were policy-oriented, for example in the area of governance, when UNDP sponsored training programmes for government officials in market reform. UNDP and bilateral donors had worked in other sectors such as in judicial and legislative reform. UNDP had provided support in the strategy on poverty eradication, now operational in some eight states in Viet Nam. The donor group was chaired by the World Bank and UNDP, and included the participation of non-governmental organizations. He also noted that a private sector conference followed the donor's conferences on Viet Nam. Programmes had had an impact, and he cited the recent World Bank statistic that from 1993 to 1998, poverty in Viet Nam had been reduced from 70 per cent to 30 per cent. His country had completed an UNDAF report, and he noted that the Common Country Assessment included action areas in follow-up to all the global conferences. A number of theme groups concentrated on resource mobilization in key theme areas. The decrease in TRAC resources was of concern.

Poverty eradication

101. The Officer-in-Charge of the Regional Bureau for Africa, referring to the review on Botswana (DP/CRR/BOT/1), noted that significant progress had been achieved in that country in the area of poverty eradication. He noted that employment generation had been a key area of activity and programmes that were easily replicable had been established. In the future, UNDP intended to develop a national poverty strategy and coordination strategy, in coordination with the Government. Advocacy for poverty issues would also be continued, including through the national human development report. He highlighted the activities in HIV/AIDS, in particular through collaboration among United Nations partners. The situation should be considered as a national emergency and the Government, in close collaboration with UNDP and other United Nations agencies, was actively working to fight the HIV/AIDS pandemic. UNDP collaborated with the Government to enhance capacity-building at the national and district levels. A national coordinating agency was planned to enhance data collection and address the issue of knowledge and behaviour. UNDP was providing support to the southern Africa region to develop a sub-regional approach.

102. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States noted that poverty was a relatively new phenomenon in her region. In Kyrgyzstan, UNDP activities included social mobilization programmes targeted to the poorest, in particular women, and efforts to improve access through strengthened community-based organizations. One future project included poverty profiling by region. In Kazakhstan, UNDP focused on the country's poverty-stricken regions. She noted that urgent attention should be paid to integrating poverty eradication into macroeconomic planning.

103. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific underlined the high levels of poverty in his region. UNDP approaches included, in Bangladesh, social mobilization projects, and in China, local level activities, including collaboration with women's organizations.

104. The Minister of Health of Botswana highlighted the relationship between poverty and HIV/AIDS in Africa. Poverty eradication in Botswana necessitated an effective HIV/AIDS programme. Other programmes, particularly in gender, were also linked to poverty eradication. She noted that UNDP could help in preserving natural ecological sites in Botswana that could be developed as tourist attractions as a means of poverty alleviation. She stressed that application of lessons learned from other countries was a key area of success in programme development. The reviews were of critical importance, she noted, to create a sense of ownership and opportunity to redress mistakes.

The way UNDP does business

105. Advocacy. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States noted that in Kazakhstan and Kyrgyzstan the national human development reports had been the main tool in the dialogue with governmental and non-governmental organizations for advocating a greater focus on the social effects of the transition on vulnerable groups, for working with civil society, and giving women a stronger voice in policy-making. The regional programme supported

those efforts. In the review report on Kyrgyzstan, advocacy of gender issues was considered impressive. In Kazakhstan, activities in human rights were also lauded.

106. National execution. The Officer-in-Charge of the Regional Bureau for Africa noted that in Botswana the programme approach was being used to the maximum extent. Great strides had been made, and there were national programmes in the sustainable human development focus areas. In that context, UNDP was increasing the use of the national execution modality, contributing greatly to the building of national capacity. There was some lack of knowledge of national execution procedures, which was being addressed through training. It was foreseen that every activity funded by UNDP in Botswana would be nationally executed.

107. The Assistant Administrator and Director of the Regional Bureau for Asia and the Pacific stated that there needed to be a distinction between the direction and substance of the national execution and the administrative arrangements. The former must have government and country ownership. There could be different arrangements for the administrative aspects as long as the Government was in control.

108. The Executive Board took note of the first country review reports for Bangladesh (DP/CRR/BGD/1), Botswana (DP/CRR/BOT/1), China (DP/CRR/CPR/1), Kazakhstan (DP/CRR/KAZ/1), Kyrgyzstan (DP/CRR/KYR/1), and Viet Nam (DP/CRR/VIE/1).

IV. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Regular funding and cash-flow management

109. The Assistant Administrator, Bureau of Management, introduced the report of the Administrator on UNDP regular funding and cash-flow management (DP/2000/CRP.3), noting that in its decision 99/1 the Executive Board had reaffirmed the need to reverse the decline in regular resources and establish a mechanism to place UNDP funding on a predictable basis. Regrettably, the effort in 1999 to achieve timely and predictable payment of voluntary contributions had not been successful.

110. One delegation noted the full agreement of his Government with the remarks of the Assistant Administrator. He expressed his concern that UNDP had not been able to achieve a full commitment from donors for timely predictable contributions. He indicated his Government's flexibility to change from a monthly to quarterly payment schedule if that would be helpful.

111. Another speaker stated that he had no difficulty with the document. He requested that the Assistant Administrator clarify what the expected use of the operational reserve had been in 1999 and what it was expected to be in 2000.

112. The Assistant Administrator responded that the preliminary data for 1999 had indicated that the operational reserve had been used as of 30 November and had been replenished in December owing to the large volume of contributions received during the month. Regarding 2000, it would be hard to say to what extent the reserve would be used, since it depended on the payments pattern during the year. However, based on historical data, UNDP believed that it might need to use the operational reserve during the first quarter of 2000.

113. The Executive Board adopted the following decision:

2000/3. UNDP regular funding and cash-flow management

The Executive Board

1. Takes note of the information contained in document DP/2000/CRP.3;

2. Notes the serious impact of delayed payments on cash-flow management as reported in the document;

3. Notes the importance of officially communicating regular resources contributions for 2000 as early in the year as possible;

4. Supports the recommendation of the Administrator for a comprehensive implementation of the elements of the United Nations Development Programme funding strategy (decision 98/23) concerning the announcement of pledges and adherence to a fixed payment schedule.

26 January 2000

Revised UNDP Financial Regulations and Rules

114.The Assistant Administrator and Director of the Bureau of Management introduced the following documents: DP/2000/4, the revised UNDP Financial Regulations and Rules; DP/2000/CRP.5, a comparative table prepared by the Office of Legal Affairs of the United Nations Secretariat; and DP/2000/7, the relevant report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ).

115.Many delegations welcomed the revised UNDP Financial Regulations and Rules. Many speakers commended UNDP for the comprehensive work undertaken and for the clarity of the documentation, which facilitated the understanding of the proposed revisions. Many delegations also expressed their appreciation for the additional clarifications presented by the Administrator in document DP/2000/CRP.4, as well as in informal consultations held prior to the first regular session.

116.Some delegations considered that the ACABQ had raised important concerns, particularly with regard to the harmonization of terminology, which should be addressed before the Executive Board could approve the revised Financial Regulations. Other delegations expressed the view that in document DP/2000/CRP.4 and in the informal consultations UNDP had addressed those issues to a sufficient extent.

117.Most delegations declared themselves ready to approve the proposed revised financial regulations, the approval of the financial rules being within the authority of the Administrator, with the exception of those proposed regulations relating to the new policy areas described in paragraphs 40 to 48 of document DP/2000/4. Although several delegations expressed an understanding of the basic rationale for the new policy areas, a number of speakers requested the Administrator to provide the Board with additional information with regard to those areas, so that the implications of the new authorities requested by the Administrator in that context could be fully assessed. Some delegations also requested that in the future, the UNDP financial regulations be amended as necessary to take into consideration the implementation of the UNDAF, particularly with regard to joint programming between the various United Nations entities, as well as the sector-wide approach.

118.Two delegations stated that they would not be in a position to approve the proposed revised financial regulations at the current session. One delegation stated that in its view, critical details had been omitted from the presentation of the proposed revision and that since it was not considered prudent to approve only part of it, approval should be postponed to a subsequent session of the Board. Another delegation stated that it was still awaiting final instructions from its capital and required clarification of a number of specific concerns raised by the capital. Only when those concerns had been fully addressed would the delegation be in a position to approve the revised regulations.

119.Several delegations, acknowledging the urgent need for UNDP to update and strengthen its control framework, expressed concern that a deferral of the approval of the revised regulations might negatively affect the operational efficiency and accountability of UNDP. Several delegations, therefore, proposed that the Executive Board consider a partial approval of the revised regulation, deferring to future sessions of the Board approval of authorities attached to the four new policy areas described in paragraphs 40 to 48 of document DP/2000/4. .

120.Considering the complexity of the proposed revision, some delegations recalled that previously, the Governing Council of UNDP had established a subsidiary finance committee consisting of experts to review and make recommendations on proposals of that nature.

121.Following informal consultations, the Executive Board adopted the following decision:

2000/4. Comprehensive revision of the UNDP Financial Regulations and Rules

The Executive Board

1. Takes note of the report of the Administrator contained in document DP/2000/4; the information contained in document DP/2000/CRP.5; the report of the Advisory Committee on Administrative and Budgetary Questions contained in document DP/2000/7; and the further clarifications provided by the Administrator in document DP/2000/CRP.4;

2. Takes note of the urgent need for a comprehensive revision of the United Nations Development Programme Financial Regulations and Rules in order for the Programme to maintain effective financial management and control in the organization;

3. Reaffirms the important role of the Advisory Committee on Administrative and Budgetary Questions in administrative and budgetary matters, including the revision process of the United Nations Development Programme Financial Regulations;

4. Approves the proposed revised financial regulations contained in the annex to document DP/2000/4, with the amendments listed in the annex to the present decision, and with the exception of the following proposed regulations: 16.03 regarding a limited authority for the Administrator to advance funds from regular resources prior to the receipt of anticipated contributions to other resources; 17.04 regarding authorization for the Administrator to select an intergovernmental or non-governmental organization as executing entity; 19.01 regarding an expanded grant modality; and 25.09 regarding authority for the Administrator to establish credit facilities;

5. Requests the Administrator to present for approval, at a future session of the Executive Board, additional information on the proposed four new areas of authority described in paragraphs 40-48 of document DP/2000/4;

6. Decides that, pending the approval of financial regulations pertaining to the areas covered by the four regulations referred to in paragraph 4 of the present decision, the following current financial regulations shall remain in effect: Regulation 4.15 (c) regarding defaults on payments required under agreements between a contributor and the Administrator; Regulation 8.12 regarding authority for the Administrator to incorporate micro-capital grant support in association with technical cooperation programmes; and Regulation 8.10 (e) regarding authorization for the Administrator to contract, subject to the agreement of the requesting Government or Governments, for the services of other agencies, private firms or individual experts in the execution of projects, and to contract projects to a governmental, intergovernmental or organization not part of

the United Nations system, or to the United Nations Development Programme itself, if the entity meets the conditions set out in the Regulation;

7. Takes note of the proposed financial rules also presented in the annex to document DP/2000/4 and decides that these rules will become effective simultaneously with the financial regulations;

8. Requests the Administrator to defer approval of those financial rules associated with the four proposed regulations referred to in paragraph 4 of the present decision;

9. Also requests the Administrator to ensure that any proposed decision submitted to the Executive Board by the United Nations Development Programme that is expected to affect the Financial Regulations and Rules be accompanied by the proposed text of the relevant regulation and/or rule;

10. Further requests the Administrator to keep the financial regulations under active review, including with regard to taking into account any adjustment that may facilitate the implementation of the United Nations Development Assistance Framework, and to consult accordingly with members of the Executive Board;

11. Requests the Administrator to transmit to the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) the changes in terminology introduced through the present decision and to inform the Executive Board of the comments of the Committee;

12. Recommends that the United Nations Development Programme seek, whenever feasible, the views of the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) on any new proposed changes of terminology in the Financial Regulations and Rules, with a view towards harmonization;

13. Emphasizes the continuing need to organize, well in advance of the appropriate Executive Board session, informal consultations with Board members on the draft of any change proposed to the Financial Regulations, with a view to ensuring that the changes and their rationale are fully explained in an appropriate and useful format.

28 January 2000

Annex

AMENDMENTS TO THE PROPOSED REVISED UNDP FINANCIAL REGULATIONS AND RULES, AS APPROVED BY THE EXECUTIVE BOARD

Regulation 5.02:
"Contributions may be accepted by UNDP from Governments of States members of the United Nations, of the specialized agencies and of the International Atomic Energy Agency, as well as from those organizations and agencies themselves. Contributions may also be accepted from any other intergovernmental, non-governmental, or private sector

sources subject to such conditions and criteria as the Executive Board and the Administrator may establish."

Regulation 5.07 (b):
"Contributions shall be paid in advance of the allocation made for the implementation of planned UNDP programme activities~~, except as provided by Regulation 16.03 below~~;"

Regulation 9.04:
Delete: "Income other than contributions, direct refunds of expenditures in respect of programme activities or in respect of the biennial support budget during their approved period and revenue derived from staff assessments shall be classified as miscellaneous income."

Insert: "All income to UNDP shall be classified as miscellaneous income, except:

(a) The income from the contributions specified in this chapter;

(b) Direct refunds of expenditures in respect of programme activities during the approved duration of a programme activity, i.e., before the final allocation for UNDP assistance to a programme activity is made;

(c) Direct refund of expenditures in respect of the biennial support budget during the current biennium;

(d) Advances or deposits to funds;

(e) Revenue derived from the staff assessment plan";

Regulation 11.02:
"The distribution of resources among the different programme categories may be changed only by the Executive Board ~~on the basis of principles it shall have established~~";

Regulation 12.02:
Delete (c) of the Regulation and incorporate in the Financial Rules:
"The Administrator may determine a TRAC-1 threshold below which the approval process of the country cooperation framework shall be simplified. The Administrator shall inform the Executive Board and those programme countries to which the simplified process is applied of this threshold";

Regulation 14.04:
"Transfers between the appropriation lines for the biennium may be may be made by the Administrator, subject to limits as the Executive Board may specifically decide, with the <u>prior</u> concurrence of the Advisory Committee";

Regulation 16.06 (a):
"The administration by executing entities of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they ~~are appropriate~~ <u>do not contravene the principles of the Financial Regulations and Rules of UNDP</u>";

Regulation 16.07:
The Administrator shall establish, from time to time, in consultation with the Board of Auditors, criteria determining which UNDP programme activities executed by other entities other than organizations from the United Nations system are to be audited biennially. Such criteria shall be made available to the Board of Auditors."

122. Following adoption of the decision by the Board, one delegation emphasized the important role of the ACABQ for the United Nations, its Funds and Programmes, and stated that that role should not be undermined. The delegation supported a number of comments and recommendations made by the ACABQ and considered that, despite the informal consultations and clarifications provided by UNDP, specific concerns raised in that context had not been dispelled. Urging the Administrator to consider, to the maximum extent possible, the concerns of the ACABQ, as well as the specific points of concern to the delegation, in the final version of the revised UNDP Financial Regulations and Rules, the delegation accepted the decision of the Board on the regulations.

UNDP/UNFPA joint segment

V. IMPLEMENTATION OF RECOMMENDATIONS OF THE BOARD OF AUDITORS

123. The Executive Board had before it the following reports submitted, respectively, by UNDP and UNFPA: report on implementation of the recommendations of the Board of Auditors for the biennium 1996-1997: report of the Administrator (DP/2000/6); and follow-up to the report of the Board of Auditors for 1996-1997: status of implementation of recommendations (DP/FPA/2000/4).

124. The Associate Administrator introduced the Report of the Administrator on implementation of the recommendations of the Board of Auditors for the biennium 1996-1997 (DP/2000/6). The report contained a tabular summary of recommendations, with references to the report of the Board of Auditors for the biennium 1996 to 1997. The table also indicated the UNDP response to each recommendation, as provided to the Board of Auditors during the preparation of its report, as well as the status of any follow-up action and the target date for completion. The Administrator was pleased to report that progress had already been made in many areas and that efforts were being made to address outstanding issues.

125. In introducing the UNFPA report (DP/FPA/2000/4), the Deputy Executive Director (Policy and Administration) noted that pursuant to Executive Board decision 97/2 the report provided an updated summary of the status of measures taken to implement the recommendations of the Board of Auditors. He highlighted the measures presented in the report which responded to the main areas examined by the external auditors, namely, financial procedures, cash management, property management, human resource management, and the year 2000 (Y2K) compliance. He stated that UNFPA had benefited greatly from continuous discussions with the external auditors throughout the process of developing adequate measures to address their concerns. Furthermore, the database developed by the UNFPA Office of Oversight and Evaluation (OOE) to monitor responses of concerned organizational units to audit findings and the coordination with the UNDP Office of Audit and Performance Review (OAPR) had facilitated the implementation of appropriate measures as well as the identification of concerns requiring further action. The Deputy Executive Director said that the Board of Auditors in its report to the General Assembly (A/54/159) had noted that UNFPA was implementing all recommendations and that the Fund was 1 of 13 organizations that had included timetables for implementing recommendations and 1 of 7 organizations that had identified officers responsible for such implementation.

126. During the discussion that followed, a number of delegations commended UNFPA for its efforts in following up on the implementation of the recommendations of the Board of Auditors. One delegation noted that with regard to follow-up actions, instead of only one-way instructions from headquarters to country offices, it would be useful also to obtain inputs from the country offices. The same delegation added that training on cash management would be particularly valuable for the staff of country offices and national executing agencies. Another delegation asked for additional information on the status of the APERTURE database and the write-off of overdue travel advances. One delegation asked how many United Nations Houses would be established in 2000. With regard to the closure of inactive projects, the same delegation stated that the identification of such

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projects should be the responsibility of not just one unit but of all the units/divisions involved in project management. The same delegation added that the reasons for project inactivity should be examined and ways to reduce it should be identified.

127. The Deputy Executive Director thanked the representatives for their constructive comments and suggestions. He agreed that the Fund should be careful not to provide only one-way instructions from headquarters to country offices and he assured the representative that UNFPA elicited inputs and paid close attention to feedback from the country offices. With regard to training, he noted that two thirds of the Fund's training budget was devoted to training of staff in country offices and a major part of that training focused on financial procedures, including cash management. With regard to travel advances, he reported that a net debit amount of $35,000, comprising $53,000 of debit balances and $18,000 of credit balances, was being reviewed for write-off. He noted that information on the status of the APERTURE database would be provided later. With regard to United Nations Houses, he noted that eight additional countries had been identified to date as meeting the requisite criteria for the establishment of such houses. Concerning the identification and closure of inactive projects, he said that the process was based on consultations between the Division of Finance, Administration and Management Information Services (DFAMIS) and the concerned units/divisions: DFAMIS would identify the financially inactive projects and send the information to the concerned division and follow-up action would be taken based on the recommendation of the concerned division. He added that the Management Information Services Branch had developed software that automatically identified financially inactive projects.

128. The Executive Board took note of the UNDP report on implementation of recommendations of the Board of Auditors for the biennium 1996-1997 (DP/2000/6).

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VI. FIELD VISITS

Field visit to Georgia and Bulgaria

130. One of the rapporteurs of the Executive Board team, Mr. David Prendergast (Jamaica), introduced the mission report (DP/2000/CRP.2) on the Executive Board field visit to Georgia and Bulgaria (25 August to 5 September 1999), giving an overview of the highlights of the visits and the recommendations contained in the report. He emphasized the fact that the field visits had been invaluable for gaining knowledge about the work of UNDP and UNFPA at the country level.

131. The representative of the Czech Republic, who had participated in the mission, noted the comprehensiveness of the programmes in the two countries. Top government officials in Georgia had received the team, including the President, H. E. Mr. Eduard Shevardnadze. She highlighted several recommendations contained in the report on Georgia, notably those related to the role of UNDP in anti-corruption measures and in judicial reform, as well as in the post-conflict rehabilitation and delivery of humanitarian aid. She cited the priority areas identified by the team in Bulgaria, and the severe economic conditions faced by the population, in particular unemployment.

132. The Deputy Permanent Representative of Georgia thanked the team for its comments and recommendations concerning his country. He cited the excellent work of the UNDP Resident Representative and noted that in the light of complex needs in Georgia, there was very good coordination among the United Nations organizations present in that country. He also highlighted the participation of the Organization of Security and Cooperation in Europe in projects aimed at peace-building in South Ossetia. Unfortunately, Georgia was also experiencing an unresolved conflict in Abkhazia. There were no simple conflict resolution methods and thus Georgia tried to make use of all partner organizations. Recently, elections had been held and Georgia had become a member of the Council of Europe and the World Trade Organization. Georgia worked with Azerbaijan on petroleum transit to the Caspian region. Intensive economic links with the countries of the European Union and the Commonwealth of Independent States were vital. Although it would not be feasible to list all programme areas, he cited as positive examples the work of UNDP in setting up a new tax system and anti-corruption work and UNFPA assistance to Georgia's health system. He hoped that the cooperation with both organizations would be further strengthened in the future.

133. The representative of Bulgaria commended the Executive Board team for the excellent report and thanked the secretariat and the respective regional bureaux of UNDP and UNFPA for arranging the visit. He regretted the lack of interest of donors in participating in the Bulgaria segment of the field visit, where they could view their donor dollars at work. He also noted the excellent work of the Resident Representative in Bulgaria.

134. The Officer-in-Charge of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) thanked the rapporteur and the team for the report. She noted that the visit had been very timely and the recommendations would be taken into account in the preparation of the next CCFs. She noted that while there was great diversity among programmes in the RBEC region, governance was a consistently important theme,

including in the two countries visited by the Board. Poverty eradication was also a key focus area for Bulgaria and Georgia.

135. The Director, Division of Arab States and Europe, UNFPA, noted that with regard to data systems, the Fund was providing direct support for the preparation and conduct of the census in three countries in the Commonwealth of Independent States, including Georgia. In addition, indirect support had been provided through a regional project on census capacity-building, executed by the Economic Commission for Europe. The UNFPA country support team, based in Amman, had provided technical support to both Georgia and Bulgaria. She added that UNFPA had provided support to Bulgaria on a project-by-project basis, in the areas of strengthening data systems and the provision of contraceptives. A new project for comprehensive collaboration in reproductive health had been developed. It focused on increasing national capacity to implement quality reproductive health care and services, developing sexual and reproductive health education for adolescents, generating sound data on the problem of infertility in Bulgaria, and establishing a well-functioning contraceptive logistics management system. She noted that the UNFPA Country Director for Bulgaria (based in Albania) would finalize the programme during a mission to Bulgaria in February 2000.

136. The Executive Board took note of the report on the field visit to Bulgaria and Georgia (DP/2000/CRP.2).

UNFPA segment

Statement by the Executive Director

137. In her introductory statement, the Executive Director congratulated the President of the Board and the members of his Bureau on their election and pledged to them the Fund's full support and cooperation in the year to come.

138. The Executive Director noted that the year 2000 promised to be a challenge for UNFPA. Considering the complexity and importance of the items before the Board, as well as the relatively small size of the UNFPA secretariat, the Fund had to organize its work for the Board very carefully in order to be able to do its main job, which was to deliver the UNFPA programme. The documentation for the April session was already overdue, and the documents for the annual session in June were already being prepared. Given these multiple deadlines, she said it might be useful to see if there was any way to rationalize the number of reports coming before the Board as part of the continuing effort to focus more on those policy issues that were most critical to the Fund.

139. First and foremost among those was the issue of resource mobilization for the programmes approved by the Executive Board. That was a responsibility shared by both the Board and UNFPA. Other priorities included repositioning UNFPA on how best to help countries to implement the key future actions that emerged from the ICPD+5 process, directing more attention to sector-wide approaches (SWAps), strengthening UNFPA country offices, and strengthening decentralization while ensuring the highest standards of accountability. She noted that UNFPA would submit its first multi-year funding framework (MYFF) to the Executive Board in April. She thanked the donor countries that had provided funding to UNFPA for the development of the MYFF, and underscored the Fund's deep commitment to implementing the MYFF.

140. The realities of UNFPA general funding in 1999 had constrained the Fund's ability to maximize programme results. UNFPA programmes had to be drastically reduced and that had cut into the results that could have been produced in programmes that had been previously approved by the Executive Board. Moreover, because of the strong momentum in programme delivery, provisional estimates indicated that UNFPA programme expenditures had been high in 1999. That reflected the fact that most programmes were in mid-cycle and had reached their peak implementation phase. As a result, UNFPA might have to draw down from its operational reserve to cover the overexpenditure, which would be replenished from 2000 resources.

141. The financial prospects for 2000 looked a bit better. A major donor was resuming its contribution after a short hiatus and several other major donors had indicated that they would increase their contributions. Also, the intense competition for funding and shrinking official development assistance (ODA) was moving UNFPA to create more meaningful alliances with bilateral agencies, the development banks, private foundations, the European Union and NGOs. The Fund was also exploring all avenues for meeting programme country needs, including developing a global strategy and action plan, together with a number of partners and stakeholders, for reproductive health commodity security.

142. The Executive Director was confident that UNFPA could reverse the downward trend in general resources. For her part, she planned to increase her own fund-raising and

awareness-creation efforts with as many countries as possible. But she challenged each one of the members of the Executive Board to secure the resources for the programmes the Board had approved. Together, UNFPA and the Board could meet the challenge, as it was ultimately a question not of the availability of resources, but rather about priorities and commitments to channel what had been agreed at the ICPD towards achieving the goals of the Programme of Action. She also challenged every programme partner country to make a pledge to UNFPA for 2000.

143. The Executive Director concluded by paying a tribute to the Deputy Executive Director (Policy and Administration), who would be retiring from UNFPA on 31 January.

144. Several delegations took the floor to thank the Executive Director for her illuminating and thought-provoking statement. Many delegations expressed regret on learning that the Deputy Executive Director (Policy and Administration) would be retiring from UNFPA at the end of January. They paid a tribute to him and commended him highly for his many contributions to UNFPA. The delegation of Japan noted that the Deputy Executive Director had always brought dignity and professionalism to his work with his gentle soul. Together with the Executive Director and his other colleagues, he had guarded and consolidated the foundation of UNFPA, in particular, by increasing the Fund's financial and human resources as the world's expectations of UNFPA grew. The representative stated that perhaps Japan's biggest and most significant contribution to UNFPA to date may have been the Deputy Executive Director himself. In bidding farewell to the Deputy Executive Director, the speaker also welcomed the incoming Deputy Executive Director. Another delegation thanked the Deputy Executive Director for his support and guidance to the network of parliamentarians in its country.

145. The Minister of Health of Botswana, thanked the Deputy Executive Director for his high commitment to population and development, especially in relation to Africa. She thanked UNFPA for being at the forefront of global change, particularly in sub-Saharan Africa. She commended UNFPA for its contribution to Botswana's achievement of balanced economic and population growth. She noted that her country looked forward to cooperation with UNFPA and other development partners in the areas of population, reproductive health, HIV/AIDS prevention and poverty eradication. She underscored the effectiveness of results-based and sector-wide approaches. She noted that HIV/AIDS presented a serious challenge that was further complicated by the problems of hunger and poverty. She drew attention to the issue of declining resources and appealed to all programme and donor countries to help to mobilize resources. She stressed the need to support programmes focusing on HIV/AIDS prevention and the promotion of gender equity and equality. She expressed support for the proposed UNFPA intercountry programme. She applauded the work of UNFPA and stated that her country looked forward to the Fund's guidance.

146. Another delegation stated that its country would continue its efforts as a reliable partner of UNFPA. The speaker hoped that the UNFPA MYFF would prove to be a useful management tool and would help to improve the funding situation of UNFPA. The representative noted that his country had recently made a second round of contributions to UNFPA in support of the Fund's assistance to Kosovar refugees. He hoped that the reproductive health needs of people in emergency situations would be adequately addressed.

147.One delegation noted that its country was making steady progress towards achieving the reproductive and child health goals of the ICPD Programme of Action. The representative added that his country was using a community needs-based approach focusing on decentralized, participatory planning in partnership with civil society. Quality of care, the delivery of essential reproductive health services and an effective monitoring system were being emphasized. The Government had initiated concerted efforts to advocate for the protection of the girl child. With the assistance of UNFPA, population concerns had been integrated with health concerns in programmes in several districts. The speaker noted that the integrated programme begun earlier as a cooperative project between UNFPA and the Government had become a model for cooperation with other bilateral and multilateral agencies thereby proving the importance of UNFPA as a leverage for other funds. He added that a strong adolescent reproductive health programme had been started with UNFPA support. The representative stated that with the decline in the Fund's resources there was the danger of losing the momentum gained. He noted that the allocation of UNFPA resources for the Asia and the Pacific region in 2000 was expected to decline from $91 million to less than $47 million . That decline would have an adverse effect on programmes. He urged all development partners to provide sufficient resources to UNFPA, at least around $400 million per annum.

148.Another delegation hoped that the decline in resources would be reversed in 2000. The representative noted that her country had made an additional contribution at the end of 1999 and planned to make a significant increase in its contribution in 2000. With regard to the work of the Executive Board, she underscored the importance of streamlining the workload and reduce the burden on UNFPA. Another delegation stated that it supported the idea of reducing the reporting requirements placed on UNFPA. She added that her country expected to make a significant voluntary contribution in 2000.

149.One delegation underscored the point that global contraceptive commodity security was vital and essential to achieving the goals of the ICPD Programme of Action and should be at the core of the Fund's activities. He stated that UNFPA should be a global champion for contraceptive commodity security. He was pleased that UNFPA had taken up the challenge in that regard and would build on the solid work of the Global Initiative on Reproductive Health Commodity Management and added that his country would continue to support the Global Initiative. He emphasized the importance of partnerships with agencies, NGOs and Governments and stated that UNFPA had a key role to play in defining the way forward.

150.Another delegation commended the work undertaken by UNFPA in its country and stated that the Fund's contributions had been an important factor in the progress achieved by many developing countries. The representative acknowledged the assistance of UNFPA and Sweden for the census undertaken in his country in the previous year. He underscored the Fund's support in such key areas in his country as HIV/AIDS prevention and promotion of gender equity and equality. He emphasized that the work of UNFPA had yielded tangible and visible results in his country. He noted that though the ICPD Programme of Action was taking root in many countries, the decline in resources posed a major challenge to the progress achieved.

151.The Executive Director thanked the delegations for their positive comments, in particular for the strong support expressed for the work of UNFPA. She fully concurred with the view expressed by the Executive Board members that there was an overriding need for mobilizing increased resources to enable UNFPA to continue assisting countries

in implementing the ICPD Programme of Action and the key actions that emerged from the ICPD+5 review and appraisal.

152. In his response, the Deputy Executive Director (Policy and Administration), noted that he was touched and moved by the words of the Executive Director and those of the delegations. He expressed his deep gratitude and stated that whatever he had achieved in his 23 years of service was largely due to the support of the Executive Board members and his colleagues at UNFPA, UNICEF and UNDP. He thanked the Board for the trust it had placed in him and expressed appreciation for their support and guidance. Noting that UNFPA was one of the most efficient and effective organizations within the United Nations system, he requested the Executive Board to continue to support the work of the Fund.

VII. COUNTRY PROGRAMMES AND RELATED MATTERS

Intercountry programme

153.The Executive Board had before it the following documents: UNFPA intercountry programme, 2000-2003 (DP/FPA/2000/1), and review of the UNFPA intercountry programme, 1996-1999 (DP/FPA/2000/1/Add.1).

154.The Chief, Technical Branch, Technical and Policy Division (TPD), introduced the documents. He focused on the context, rationale, principles and linkages of the proposed new programme, 2000-2003, and noted that the specific outputs to be achieved by the programme were fully elaborated in section IV.D of document DP/FPA/2000/1. He pointed out that the proposed programme had been formulated bearing in mind the following: the Programme of Action of the International Conference on Population and Development (ICPD), particularly the key future actions identified in the ICPD+5 process; the programme priorities of UNFPA; a careful analysis of country needs; and a comprehensive review of the achievements of the previous programme and the lessons learned. In addition, the programme had been developed within the context of the global environment within which UNFPA worked that included United Nations reform, including various coordination processes; the follow-up to United Nations global conferences other than the ICPD, including the Fourth World Conference on Women (FWCW) and the World Summit for Social Development (WSSD); health and social sector reform processes at the country level, including sector-wide approaches (SWAps); and the increasing involvement of civil society organizations in development.

155.He underscored that the fundamental rationale of the programme was that certain needs of countries could be met most effectively and efficiently through outputs developed at the regional or interregional level. The process of developing those outputs, and the outputs themselves, also made a significant contribution to national capacity-building. He noted that the process of identifying country needs to be met through the proposed programme had been very inclusive. In addition to inputs from UNFPA headquarters and country offices, inputs had been sought from many development partners, including United Nations agencies, intergovernmental organizations and civil society organizations including foundations, universities, NGOs, as well as individual experts. He pointed out that the lessons learned from the previous programme, which had been taken into account in formulating the new programme, were delineated in section III of the document.

156.He added that the new programme had been developed using a results-based approach, clearly indicating the goals, purposes, and outputs, as well as the indicators that would be used to monitor them. Logical frameworks (logframes) for each of the regional and interregional sub-programmes were being developed and would be used both to monitor progress and to evaluate the programme outputs. He noted that mid-term reviews of sub-programmes and final evaluations of major areas of work would be carried out. Also, the Fund planned to arrange, from time to time during the next four years, informal briefings for the Executive Board members on the progress made in key areas of work. He stated that the proposed intercountry programme and the Fund's MYFF shared the same goals, and the expected outputs of the intercountry programme corresponded to the expected outputs in the MYFF. He noted that table 3 in document DP/FPA/2000/1 provided a number of examples of country needs and illustrated how those were met through outputs produced by activities funded at the regional or interregional level.

Finally, he drew attention to the proposed distribution of resources as delineated in tables 1 and 2 of the document. He concluded by noting that UNFPA intended to implement the new intercountry programme cautiously in the first year, in line with its current and evolving financial situation.

157.Several delegations expressed strong support for the intercountry programme, 2000-2003; noted its potential to contribute to development efforts at the country, regional and interregional levels; emphasized the sharing of programme results and outputs; and urged that adequate resources be provided for programme implementation. A number of delegations welcomed the frank and forthright discussion of lessons learned from the previous programme and were pleased to note that those lessons had been taken into account in preparing the new intercountry programme. Some delegations noted that the programme should have further highlighted such key areas as maternal mortality reduction; female genital mutilation; HIV/AIDS prevention, particularly how to reach young people before they became sexually active; SWAps; South-South cooperation; and follow-up to United Nations global conferences. One delegation noted that it would have welcomed greater attention being focused on adolescents, gender and the role of men in reproductive health. The same delegation stated that attention should also be focused on the demographic, social and economic impact of HIV/AIDS. A number of delegations stated that programme priorities should have been delineated more clearly in the document. One delegation stated that it would have preferred a more analytical document that focused on priorities, executing partners, funding levels, and programme results and impacts.

158.One delegation, while observing that UNFPA had scored some impressive successes under its previous intercountry programme, stated that it was pleased to note that institutional development support would be at the top of the agenda of the new programme. The representative added that in Africa that would clearly be the correct approach. He commended UNFPA for recognizing that forging effective partnerships with programme countries, NGOs and the private sector would be critical to the success of the programme. He stated that the value of such partnerships would be greater if policy-makers in programme countries had access to information networks that enabled them to take advantage of the opportunities offered by such partnerships, including, for example, South-South cooperation. He underscored the need for joint evaluations of programme activities and recommended that those evaluations be undertaken in partnership with programme countries. Noting that the issue of making the most of limited resources was in a way linked to access to education and learning, particularly in Africa, the speaker expressed the hope that UNFPA would enhance its role in SWAps. He supported the intention to fund comparative studies linking population and development to macroeconomic and sectoral issues. He also supported the focus on such cross-cutting issues as gender, adolescents, information, education and communication, HIV/AIDS, and reproductive health in emergency situations. He encouraged UNFPA to seek cost-sharing arrangements to support sub-programmes under the intercountry programme. He underscored the responsibility and role of the Executive Board in mobilizing core resources for UNFPA. He commended the bilateral donors and private foundations that had indicated their intention to contribute to the intercountry programme, and he urged the Executive Board members to increase their contributions to UNFPA.

159.One delegation, speaking also on behalf of two other delegations, commended the inclusive process of consultation that had been integral to the development of the intercountry programme. While noting that the intercountry programme had the potential

for being in the forefront of policy development and could enhance cross-fertilization of best practices between regions, the speaker stated that it was difficult to identify how lessons learned from the previous programme had been translated into changes in approach in the new programme. She added that the strategic choices the Fund wished to make seemed unclear, and there appeared to be a mix-up among activities, inputs, outputs, outcomes and indicators. She asked how, for example, indicators such as life expectancy and school attendance could be used to judge the results of the interregional programme. Referring to issues such as gender mainstreaming and adolescents, she expressed the need for analysis on how those issues had fared under the previous programme before embarking on addressing the same issues under the new programme. She stated that given the Fund's current financial constraints and the substantial intercountry programme budget, additional details should be provided on how the funds would be spent. In view of those various concerns, she requested that UNFPA report back on progress to the Executive Board in 2001.

160.One delegation, while commending the document for its high quality and its frank review of problems and challenges, stated that there was a need for more focus on the Fund's involvement in the follow-up to United Nations global conferences other than the ICPD. The representative observed that there should be increased clarity about the new funding mechanism and the criteria for selecting executing agencies. The speaker stressed the need for the Fund to continue focusing special attention on unsafe abortion as a cause of maternal mortality, and on adolescents. The speaker also called on UNFPA to give further attention to addressing the problems of refugees, particularly those of women and girls, who frequently were the victims of gender-based violence. While noting the importance of information technology, the representative encouraged UNFPA to make greater use of it in disseminating the experiences, lessons and results of one country/region to others.

161.One delegation, while noting that the 20 per cent reduction in resources allocated to the new intercountry programme as compared to the previous programme was a practical response to the overall decline in resources, underscored that budget allocations should be made carefully to ensure maximum impact of outputs. In accordance with decision 99/21, the speaker requested regular reporting concerning any significant increase or shortfall in UNFPA resources. He also stated that the resources for the intercountry programme should be increased if there was an overall increase in UNFPA resources. While welcoming the plan to increase collaboration with NGOs, he noted the implicit risks and asked for additional information on the Fund's NGO accreditation process. Another delegation asked for information on how the programme was costed at $160 million and the basis of the proposed distribution of funds to the regional and interregional programmes. The speaker also asked for additional information on evaluations and stated that it would be useful to have a logframe providing quantitative and qualitative indicators.

162.One delegation expressed concern about the lack of visibility of the outputs of the intercountry programme. While observing that the programme budget of $160 million was quite high, the representative cautioned against drawing down from the Fund's operational reserve. The speaker asked for the final expenditure figure of the previous programme. With reference to the regional programme for Africa, he asked if there would be continued collaboration with the following institutions: Centre d'Etudes et de Recherche sur la Population pour le Développement (CERPOD), Institut de

Développement Economique et de Planification (IDEP), and Institut de Formation et de Recherches Démographiques (IFORD).

163. One delegation, speaking also on behalf of another delegation, noted that the intercountry programme had the potential to have a significant impact on the Fund's work in terms of, inter alia, synergy, national capacity-building, South-South cooperation and technology transfer. While noting that it had no difficulty with the rationale of the programme, the delegation underscored that in an environment of declining resources it was important to ensure that the programme was designed and implemented in ways which clearly demonstrated the value-added of the activities supported. The delegation stated that it would have some reservations in approving a four-year programme which, at $160 million, represented a significant investment of scarce resources. The representative noted that additional details were needed to reach an informed conclusion about programme priorities and expected outputs. He added that it was difficult to know exactly how the programme would be different as a result of the ICPD+5 key future actions and how opportunities would be maximized to take the key future actions forward. He observed that other than table 3, no disaggregated financial figures had been provided, and it was therefore difficult to obtain a picture of what proportion of funds would go, for example, to the publication of the report on the State of World Population, the global initiative for contraceptive security and UNFPA support for the WHO Special Programme of Research, Development and Research Training in Human Reproduction. He added that it was not always clear in the document where UNFPA was undertaking an activity itself and where it was providing funding to other agencies. The speaker pointed out the need for a more focused and transparent programme that identified specific programme activities and their costs. While noting the need for further detail, he stated that he did not consider it useful for the Executive Board to request all the logframes. He noted the need for monitoring and reporting on programme implementation. Regarding the criteria for the selection of executing agencies, he welcomed the intent to make greater use of local organizations rather than United Nations agencies and noted that that would contribute to building local capacity.

164. While commending the intercountry programme, one delegation stated that the programme had the potential to empower the countries with economies in transition in Eastern Europe and the Commonwealth of Independent States in meeting common problems and challenges such as the heavy reliance on abortion as a means of contraception; low contraceptive prevalence; and unprecedented demographic changes due to migration flows and falling birth rates. The speaker noted that given that the country programmes in her region were very modest, the intercountry programme would be very helpful in providing support for a common response in terms of shared strategies for reproductive health, population and development, and advocacy. She added that the establishment of a Country Technical Services Team for the region would play an important role towards that end. Another delegation, while noting that the intercountry programme was a central part of the Fund's work, stated that it would be useful for UNFPA to organize informal briefings, on a selective basis, on the subprogramme logframes. The speaker asked about the theme and launch date of the report on the State of World Population.

165. The Executive Director thanked the Executive Board members for their constructive comments. With regard to the comment that the outputs of the intercountry programme were not very visible, she concurred that more needed to be done to make those outputs and achievements visible. To that end, UNFPA was planning to organize informal

seminars for Board members on major areas of work supported under the intercountry programme, including outputs from the previous intercountry programme, as well as on the logframes of subprogrammes. She agreed with the representative who had suggested that there should be joint evaluations involving programme countries. In underscoring the importance of the intercountry programme, she noted that it focused on such key areas as eradication of harmful practices, including female genital mutilation; maternal mortality reduction; and HIV/AIDS prevention. Concerning the query on the next report on the State of World Population, she informed the Board that the theme was population and development with special emphasis on gender and poverty. She noted that the report would thus include a focus on key areas of the FWCW and WSSD. She added that the report was scheduled to be launched on 20 September 2000. The Executive Director reiterated the importance of the intercountry programme and stressed that it needed the support of the Board. She stated that a great deal of effort had been invested in the preparation of the intercountry programme, which was designed thematically on the basis of key priorities and the felt needs of countries. She noted that using the modality of requests for proposals would promote competition and lead to the delivery of better outputs.

166. The Deputy Executive Director (Programme) thanked the Executive Board members for their useful comments. She noted that priority-setting had been a key aspect of the 18-month consultative process between headquarters and country offices that had led to the preparation of the intercountry programme, 2000-2003. She stressed that the expressed needs of countries and the priorities of the ICPD Programme of Action and the ICPD+5 key actions had shaped the intercountry programme. Consequently, the programme emphasized reproductive health. She noted that indicators for the subprogrammes had been selected and were contained in the logframes. She observed that UNFPA was optimistic about non-core funding for the programme and expected to raise more than the $18 million indicated in the intercountry programme budget. She stated that in an effort to involve new partners in the intercountry programme and to improve the quality of outputs, UNFPA, in some cases, would use the mechanism of requests for proposals instead of simply relying on traditional partners. She hoped that that mechanism would enable UNFPA to widen the pool of its partners.

167. The Director, TPD, thanked the members of the Executive Board for their comments and noted that policy development was a key global aspect of the intercountry programme in which headquarters was involved. For example, population ageing was an important issue on which the programme would focus. The Government of Belgium was providing assistance in that area. He added that the intercountry programme would also support initiatives with the private sector in the area of reproductive health commodities. He observed that UNFPA was already actively involved in follow-up to the United Nations global conferences, particularly ICPD, FWCW and WSSD. He noted that UNFPA was a strong supporter of South-South cooperation, including the initiative on Partners in Population and Development, which was supported under the intercountry programme.

168. The Chief, Technical Branch, TPD, thanked the Executive Board members for their helpful and positive comments and suggestions. He appreciated the support expressed by a speaker for the important areas of partnerships; access and use of new information technology by policy-makers; evaluations undertaken in partnership with programme countries; and the Fund's role in SWAps. He noted that owing to limitations of space, the document perhaps had not elaborated on programme priorities and expected outputs. However, details of the goals, purposes and outputs were available in the logframes of the

sub-programmes. With regard to the comment concerning the life expectancy indicator, he said that it was an indicator for the overall goals identified; however, UNFPA would be responsible only for delivering the outputs, and the indicators for those were again identified in the logframes. He noted that UNFPA had available in separate documents analysis on many key areas supported under the previous programme, and that had been taken into consideration in designing the new intercountry programme. For example, best practices and lessons learned in the area of gender had been included in a programme advisory note produced by UNFPA on promoting gender equality. In response to one delegate's query, he confirmed that UNFPA was eager to expand its partnership and links with NGOs and noted that additional information requested on the NGO accreditation process would be provided to the delegation.

169. With regard to South-South cooperation, an issue raised by a number of representatives, he assured the Executive Board that it was embedded in all the sub-programmes though it might not have been explicit in the document. He stated that the Fund attached great importance to South-South cooperation, and most of the activities supported under the intercountry programme included the dimension of South-South cooperation. For example, through the global training programme, which promoted South-South cooperation, more than 900 people from over 100 countries had been trained and over 40 per cent of those trained had been women. With regard to the need to maintain internal coordination, he assured the Board that the Inter-Divisional Working Group established to develop the intercountry programme would continue to exist and would seek to ensure that links were maintained between the different parts of the programme during its implementation. He noted that follow-up to United Nations global conferences was an important aspect of the intercountry programme and it would certainly receive attention in programme implementation. He emphasized that maternal mortality reduction was a very important part of the intercountry programme and noted that UNFPA was currently negotiating with Columbia University, New York, a grant of $1.5 million to undertake work in the area of maternal mortality reduction. That grant was part of the $50 million that Columbia University had received from the Bill & Melinda Gates Foundation. He noted that management of unsafe abortion would be part of maternal mortality reduction, including through access to emergency obstetric care. He observed that UNFPA in collaboration with WHO and other partners was supporting advocacy, technical assistance and operational research on the reproductive health needs of migrants and people in emergency situations, with the aim of providing more effective assistance in post-conflict and emergency situations.

170. Concerning HIV/AIDS prevention, he observed that the demographic, social and economic impact of the HIV/AIDS epidemic were important areas where research was being supported. There was a need for knowledge, attitude and practice research in programme countries on the impact of providing sexual health education to enable young people to become more sexually responsible. He drew attention to the Fund's annual publication entitled *AIDS Update*, which highlighted information on UNFPA support for HIV/AIDS at the country, regional and global levels. He noted that UNAIDS would be providing a contribution of $2 million to UNFPA for activities to be conducted under the intercountry programme. In response to one representative's query, he pointed out that the details with regard to indicators and outputs at different levels were indeed available in the logframes and sub-programme frameworks. He agreed that, as suggested by another representative, some informal seminars and consultations would be organized to share that information with interested members of the Executive Board. With regard to the budgetary requirements of the intercountry programme, he noted that although $160

million was being requested for the four-year programme, programme implementation would be in line with the Fund's available resources. He observed that while the intercountry programme called for $18 million in non-core resources, it was expected that a higher level of resources would become available through co-financing modalities. He noted that thematic evaluations on specific aspects of the programme would be carried out in collaboration with the Fund's Office of Oversight and Evaluation (OOE), and regular evaluation activities would be budgeted as a line item in the budgets of the sub-programmes and component projects. He stated that UNFPA would provide further details to the Board on the priorities of the intercountry programme for 2000, and would provide an oral report on progress in implementing the programme after one year. He agreed that more needed to be done to raise the visibility of the intercountry programme and, in particular, that it was essential to make partner countries aware of the outputs of the programme and its value added.

171. The Executive Board approved the UNFPA intercountry programme, 2000-2003 (DP/FPA/2000/1), taking into account the comments of the Board as reflected in the report of the session.

Country programmes

172. The Executive Board had before it two proposed country programmes and one proposed country programme extension: Assistance to the Government of the Islamic Republic of Iran (DP/FPA/IRN/3); Assistance to the Government of Zimbabwe (DP/FPA/ZWE/4); and Request for Extension of and Additional Resources for the UNFPA Country Programme for Niger (DP/FPA/NER/EXT1). Since no requests for a separate discussion had been received, in accordance with decision 97/12, the Board approved without discussion the following country programmes and country programme extension: Assistance to the Government of the Islamic Republic of Iran (DP/FPA/IRN/3); Assistance to the Government of Zimbabwe (DP/FPA/ZWE/4); and Request for Extension of and Additional Resources for the UNFPA Country Programme for Niger (DP/FPA/NER/EXT1). Following the approval, the floor was opened for a general discussion.

173. The Permanent Representative of the Islamic Republic of Iran to the United Nations expressed his sincere appreciation to the Executive Board for the approval of the country programme. He extended his appreciation to the Executive Director, UNFPA staff in New York and in Tehran, and in particular the UNFPA Representative in the Islamic Republic of Iran. He recalled his country's successful cooperation with the Fund and reiterated his Government's firm commitment to reproductive health, family planning and the empowerment of women. While noting that the Islamic Republic of Iran had made major strides in achieving the objectives of the ICPD Programme of Action in the areas of literacy, health care and social development, he pointed out that many challenges remained. The country programme that had just been approved would assist in meeting those challenges. The country programme emphasized the provision of quality services to people in hard-to-reach areas and provinces and had been prepared taking into account the policies and priorities of the third five-year development plan and the key future actions that had emerged from the ICPD+5 review and appraisal. He listed a number of areas where more attention and work were needed: the promotion of South-South cooperation; sharing of lessons learned; the health-care needs of the refugee population in the Islamic Republic of Iran; participation of people in the management of local affairs; and capacity-building of local councils, including in the field of population policy and

reproductive health services. The Permanent Representative assured the Executive Board and UNFPA that his Government was fully committed to the successful implementation of the country programme. His country looked forward to the further expansion of cooperation with UNFPA and all interested donor countries.

174. The Deputy Permanent Representative of Zimbabwe expressed his profound gratitude to the Executive Board for the approval of the UNFPA-supported programme of assistance to the Government of Zimbabwe. He noted that the fourth country programme would go a long way in regaining some of the past achievements of the health sector which had been lost as a result of the HIV/AIDS epidemic. In particular, it would assist Zimbabwe in meeting its obligations in the area of population and development. He affirmed that his Government's long-term goals were in harmony with those of the ICPD Programme of Action. He stated that the financial and technical assistance provided by UNFPA had made critical contributions in such areas as women's reproductive health, family planning, integration of population education in the curricula of primary schools and teachers' colleges, capacity-building, and the strengthening of community-based distribution of contraceptives. He observed that specific goals of the national population policy included the provision of reproductive health services for all; gender equity; the integration of disadvantaged groups in mainstream development; and the promotion of adolescent health with a particular emphasis on reproductive health. He thanked the UNFPA representative in Zimbabwe and the following donors: Australia, Canada, Denmark, Japan, the Netherlands, Norway, Sweden, the United Kingdom and the United States of America. He underscored the need to ensure that resources for UNFPA programmes did not decline and urged the international community to provide the support needed.

175. The Permanent Representative of the Niger expressed his deep gratitude to the Executive Board and the Executive Director for the approval of the country programme extension. He paid a special tribute to the Executive Director for the valuable support that UNFPA provided to his country. He underscored the need to continue the country programme in the Niger in order to consolidate the achievements to date and to reach national goals. He affirmed his Government's commitment to implementation of the ICPD Programme of Action. He noted that the ratification of the Convention on the Elimination of All Forms of Discrimination against Women and the restoration of democracy had, inter alia, created an environment conducive to the implementation of the country programme and for the census which had been postponed. He expressed the hope that UNFPA and UNDP would play a lead role in mobilizing other donors to support the census. He informed the Board about his Government's approval of the candidate proposed by the Fund as UNFPA Representative for the Niger.

176. Two delegations took the floor to comment on the Zimbabwe country programme and to offer comments of a more general nature on the programming process. One delegation, while observing that Zimbabwe had come a long way with SWAps in the health sector, noted that although UNFPA supported those efforts at a policy level, it was unable to invest in the common basket of funds for the health sector and instead maintained a portfolio of a number of projects. Those projects were funded by a variety of donors which had varying and separate reporting requirements and that made for a great deal of additional administrative work for UNFPA, the Government and the donors. The representative added that that approach fragmented efforts and reduced programme impact. She stated that of the $18 million approved for the Zimbabwe country programme $10 million would be sought through non-core funding. However, any non-core funding from her country could only come out of the health-sector funds. That dilemma

underscored the need for the Executive Board to continue with the discussion on SWAps and to look at the rules and regulations so as to facilitate UNFPA participation in such health-sector funds. She reiterated the need for UNFPA to pursue consistently a programme rather than a project approach. She concluded by commending UNFPA for actively promoting reproductive health issues in the SWAp process and for the attention given to HIV/AIDS prevention.

177. Another delegation, while noting that it would informally share its detailed written comments with UNFPA, stated that it valued the Fund's emphasis on adolescent reproductive health and the efforts to build on the success of pilot programmes in Zimbabwe on post-partum and post-abortion care. The same representative stated that preliminary findings of the 1999 Demographic and Health Survey (DHS) for Zimbabwe would be available in early February and she encouraged the Fund to review the programme using the new data. With regard to Zimbabwe's classification as a category B country, she hoped that the overall deterioration in health and economic status in the past decade, which had particularly affected women's health, would be taken into consideration when UNFPA undertook its review of the resource allocation system. She stated that her delegation was increasingly concerned about the issue of contraceptive security. Noting that reproductive health depended on the timely supply and effective management of contraceptives and other reproductive health commodities, she stated that the donor community must be prepared to meet the demand for those commodities. In that regard, she requested that in the future all country programme documents submitted to the Executive Board should include a section briefly describing plans for meeting those needs, including which donors would provide commodities, and plans for increasing host country capacity for contraceptive security. She welcomed the Executive Director's earlier statement that UNFPA would be taking the lead in preparing a global strategy for supplying those commodities.

178. The Deputy Executive Director (Programme) thanked the delegations for their useful comments, including drawing attention to certain programming dilemmas such as core vs. non-core funding and cost-sharing. She noted that UNFPA had not yet found a mechanism for SWAps but continued to discuss and explore ways and means to participate in SWAps.

179. The Director, Asia and the Pacific Division, thanked the Executive Board for approving the country programme for the Islamic Republic of Iran. She expressed her appreciation to the Permanent Representative for his excellent overview of the programme in his country and for the kind words addressed to UNFPA. She stated that UNFPA looked forward to assisting the Government in its programme implementation.

180. The Director, Africa Division, expressed her appreciation for the excellent collaboration the Fund enjoyed with the Niger and Zimbabwe. She thanked the delegations of those two countries for their kind words on the work of UNFPA. She noted that although some difficulties had been encountered in programme implementation, good results had been obtained. She noted the request of one delegation that all future country programmes should have a section dealing with reproductive health commodities, particularly contraceptive requirements. She added that UNFPA would take into account the new DHS data for Zimbabwe. With reference to Zimbabwe's classification as a category B country, she noted that it would be reviewed in the context of the resource allocation review that had been requested by the Executive Board. With regard to the $10 million in non-core funding, she observed that the funds would be mobilized from private

foundations. However, if the funds were not available, the activities outlined in paragraph 30 of DP/FPA/ZWE/4 would not be implemented. She thanked all donors for their support and urged them to increase their funding to UNFPA-supported programmes.

VIII. FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

181. The Executive Board had before it the following documents: DP/FPA/2000/2, report on administrative and operational support costs reimbursed to UNFPA; DP/FPA/2000/3, report on revision of financial regulations; and DP/FPA/2000/5, report of the Advisory Committee on Administrative and Budgetary Questions.

182. The Deputy Executive Director (Policy and Administration) introduced the reports. With regard to the report on revision of financial regulations (DP/FPA/2000/3), he noted that UNFPA had proposed limited revisions to the financial regulations in order to clarify financial procedures and accountability. The revisions did not pose implications for the Fund's mandate; nor did they contravene or introduce new policy that had not been reviewed by or introduced to the Executive Board. The revisions were partly due to the changes introduced by UNFPA in its policies and procedures, including the introduction of the logical framework matrix and subprogramme approach. The broad parameters from which the revisions and additions had emanated included: the harmonization efforts within the United Nations system, mainly biennial support budget harmonization and the Procurement Working Group under the Common Services Task Force; the recognition of changes in UNFPA administrative and programme terminology and procedures; the desire to comply with the observations of the external auditors and the United Nations Office of Legal Affairs; and the need to reflect recent Executive Board decisions.

183. Concerning the ACABQ report, he noted that in response to the Committee's comments in paragraphs 6 and 10, UNFPA had prepared a table of the proposed revisions and provided explanations in support of the revisions. The table had been made available at the informal meeting held in the previous week and had also been distributed to the Executive Board. He assured the members of the Board that UNFPA was committed to the United Nations system efforts to harmonize terminology and consulted with its partner organizations, where appropriate, on the introduction of terminology. Having seriously considered the Committee's concerns with regard to the revised language contained in regulation 17.2, UNFPA was pleased to propose alternative wording that would harmonize it with that of UNDP regulation 16.05.

184. With reference to the report on administrative and operational support costs reimbursed to UNFPA (DP/FPA/2000/2), he noted that in addressing the Board's request, UNFPA had reviewed the history of the evolution of support cost reimbursement, including the policies and methodologies of partner organizations in the United Nations system. The Fund had reviewed the most recent documentation from the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations and the International Civil Aviation Organization. In addition, UNFPA consulted directly with its counterparts at those agencies, as well as with those at UNDP, United Nations Office for Project Services, World Health Organization, International Labour Organization and International Maritime Organization. The process had enabled UNFPA to develop a composite picture of how other agencies quantified and updated the costs of administrative and operational support (AOS) and how they determined the level at which they were reimbursed. It had also enabled UNFPA to develop a detailed description of the activities that comprised administrative and operational support services.

185. UNFPA had then addressed its own staff through a survey and workload analysis, which encompassed seven country offices with substantial trust-fund activities and all divisions within headquarters. The process led to the development of the workload matrix

and provided quantitative data on the amount of time spent by various staff in the execution of co-financing trust-fund projects. He highlighted the fact that there was a general consensus among both the country offices and headquarters divisions on the core functions that comprised project execution and the staff time involved, as illustrated in the workload analysis. The quantitative analysis also highlighted the fact that the level of administrative and operational support services provided by the country offices varied significantly based on the size of the office, the type of activities being executed, and the stage of implementation of the co-financing activities.

186.The quantitative analysis had costed the amount of time spent on execution of trust fund activities based on global average staff costs. The results confirmed the Fund's contention that the actual costs of project execution exceeded the rate of 7.5 per cent proposed for UNFPA-executed projects. However, the rate of 7.5 per cent reflected the Fund's commitment to the tripartite approach and acknowledged the intangible benefits that co-financing trust fund projects provided to the regular programme activities of UNFPA. In addition, the rate of reimbursement of 7.5 per cent compared favourably with the rates of other organizations within the United Nations system. The ACABQ, in its report, agreed that the AOS rate of 7.5 per cent recovered a reasonable proportion of the administrative costs associated with project execution. The Committee recommended that the Executive Board endorse the rate of 7.5 per cent, thus establishing the rate as the standard for UNFPA execution of projects funded from co-financing trust funds.

187.Several delegations took the floor to pay a tribute to the Deputy Executive Director (Policy and Administration). They noted with great appreciation his many contributions to the work of UNFPA and expressed regret at his impending departure to Japan. They wished him every success in his new undertakings

Report on revision of financial regulations (DP/FPA/2000/3)

188.During the discussion that followed, several delegations expressed appreciation for the additional information prepared by UNFPA and for the promptness with which it had been provided. Numerous delegations welcomed the clarifications that had been provided and appreciated the Fund's flexibility and willingness to make further amendments as suggested by members of the Executive Board. A number of delegations endorsed the proposed revisions of financial regulations. Several delegations drew attention to the important need to ensure that the Fund's regulations and procedures enabled it to participate in sector-wide approaches (SWAps), the UNDAF and joint programming. A number of delegations stressed the need for harmonization of the terminology used by the United Nations agencies. One delegation suggested that the United Nations Development Group (UNDG) provided a good forum for discussions on terminology harmonization. The same delegation wondered why UNFPA used the term "intercountry" while UNDP used the term "regional". The representative urged UNFPA and other UNDG partners to harmonize and simplify their terminology. Another delegation stated that with regard to the MYFF, UNFPA should employ the same terminology as was used by its partner United Nations organizations. The speaker felt that it was important that the Executive Board also harmonize the terminology it used when referring to specific administrative, budgetary and financial matters.

189.One delegation urged greater engagement with the ACABQ and regretted that the report of the ACABQ had not been available earlier. Another delegation stated that the ACABQ report had not been available in due time to enable full consideration by its

national authorities. The speaker noted that although a number of explanations had been provided at the informal meeting in the previous week, several of his delegation's concerns remained. He made specific comments pertaining to the following regulations: 2.1 (I), 2.1 (K), 2.2 (A), 2.2 (C), 2.2 (F), 2.2 (N), 4.3, 4.9 - 4.11, 8.5, 14.1, and 17.2. The comments pertained mainly to usage and definitions of terms, including with reference to "implementation", "net budget", "material contribution", and included suggested amendments which were later provided to the secretariat.

190. One delegation stated that in the future the background, objectives and implications of proposed revisions should be included in the body of the document. Another delegation stated that it could endorse the proposed revision of regulation 17.2 if it was amended to specify that a project audit would take place at least once in the lifetime of every project. Similarly, it would be able to endorse regulation 4.11 if two amendments were included: (a) the addition of a ceiling on contributions from non-governmental sources; and (b) reporting to the Executive Board on the origin, amount and uses of those funds. The same delegation also suggested that in regulation 5.5 the wording "may require" be changed to read "require". One delegation asked if the Fund had a policy on write-offs and noted that there should be a formal procedure for such write-offs, including appropriate delegation of authority. The same delegation also asked for information on property procurement.

191. The Deputy Executive Director (Policy and Administration) expressed his deep appreciation for the personal tributes paid to him by the members of the Executive Board. He thanked the Executive Board for its strong support and guidance, which had enabled him to carry out the mandate of UNFPA. He noted with appreciation the warm collegiality of the Board members and reiterated his gratitude for their support.

192. The Director, Division of Finance, Administration and Management Information Services (DFAMIS), thanked the delegations for their constructive and useful comments and for the support expressed by them. He agreed on the important need to focus attention on SWAps, UNDAF and joint programming, including the need to look at UNFPA rules and procedures so as to enable and facilitate the Fund's participation in SWAps. In responding to the queries concerning terminology, he pointed out that all of the Fund's past legislation used the term "executing agency", hence that term had been retained and, furthermore, it was also the term used in the United Nations Accounting System Standards. Similarly, the term "material contribution" was being used by the Fund as per the definition in the United Nations Accounting System Standards. UNFPA used the term "intercountry" rather than the term "regional", because the term "intercountry" more accurately referred to programmes between countries in one or more regions. He concurred with the view that the harmonization of terminology was an important issue and that UNDG provided a good forum for those discussions. With regard to regulation 17.2 on the periodicity of project audits, he stated that UNFPA would harmonize with UNDP procedures, and would require an audit at least once in the lifetime of every project. He also agreed that UNFPA should keep the same MYFF terminology as other sister organizations.

193. With reference to one representative's comments on regulation 4.11, he noted that it would be acceptable to have a ceiling and UNFPA would report on the origin, amount and use of contributions from non-governmental sources. With regard to write-offs, he noted that the recommendation had come through the external auditors, particularly in connection with the need to close projects. He added that UNFPA would synchronize with

UNDP in that regard. He added that details on procurement were available in the UNFPA Financial Regulations and Rules and the Policies and Procedures: Administrative and Personnel Manual. With regard to the query on dispensing with the pledging conference, he noted that that would depend upon the United Nations General Assembly. He added that pledging could be done for more than one year.

Report on administrative and operational support costs reimbursed to UNFPA

194. During the discussion several delegations took the floor to endorse the standard rate of 7.5 per cent for reimbursement of AOS costs for UNFPA execution of co-financing trust-fund activities and stated that the proposed rate was reasonable. A number of delegations underscored that UNFPA should, however, be vigilant and should monitor and keep the matter under review to ensure proper cost-recovery. In particular, many delegations stated that core resources should not subsidize programme activities being funded by non-core resources. Some delegations pointed out that the real AOS costs were considerably higher than the 7.5 per cent being sought for reimbursement. One delegation noted that the issue of what was driving costs should be looked at. The same delegation stressed that the Fund's programme portfolio should not be fragmented into numerous small projects and noted that the Fund should make strategic choices in each country. The speaker asked if the scope of the Fund's mandate had broadened following the ICPD+5 review and appraisal. Another delegation asked for information about the cost structure and indirect costs not covered by the standard 7.5 per cent rate. One delegation, while requesting UNFPA to report regularly to the Executive Board on the matter of AOS costs, stated that a high rate for cost-recovery would reduce the attractiveness of non-core resources. The same delegation added that the only way to attract resources was to increase the cost-effectiveness of programmes.

195. In his response, the Deputy Executive Director (Policy and Administration) thanked the Executive Board members for their positive comments. Concerning the scope of UNFPA activities resulting from the ICPD+5 review and appraisal, he noted that the main focus of the Fund remained the same, i.e., population and development strategies; reproductive health, including family planning and sexual health; and advocacy. Following the ICPD, UNFPA had adopted a programme approach to avoid fragmentation of the portfolio into small projects. He stated that he fully concurred with the delegations that had underscored the need to monitor and keep under review the application of the standard rate of 7.5 per cent for reimbursement of AOS costs for UNFPA execution of co-financing trust fund activities. He added that the Fund would report back on it to the Board, at an appropriate time.

196. The Director, DFAMIS, thanked the delegations for their comments and queries. He noted that the issue of cross-subsidy had been discussed in detail at the ACABQ meeting and he drew attention to paragraph 4 of the report of the ACABQ, in which the Committee noted that the subsidization by regular resources was relatively small. He added that as the Fund's portfolio grew, the subsidy percentage would decrease. He noted that the Fund's mandate included helping to mobilize resources at the country level for the implementation of the ICPD Programme of Action. In fact, that was an important function that UNFPA performed. Responding to a query on indirect costs, he pointed out that as indicated in paragraph 16 of document DP/FPA/2000/2, indirect costs were not included in the recovery rate.. He agreed with the delegations that had stated that UNFPA should be vigilant and keep the AOS matter under review.

197. The Executive Board adopted the following decision:

2000/5. Revision to the United Nations Population Fund Financial Regulations

The Executive Board,

1. Approves the revisions to the United Nations Population Fund Financial Regulations as contained in document DP/FPA/2000/3, with amendments to regulations 2.1(k), 2.2C(ii), 2.2C(iv), 4.11, 5.5 and 17.2, as follows:

(a) Regulation 2.1(k): "implementing agency", if other than the executing agency, shall mean an entity engaged by and accountable to the executing agency to provide programme/project inputs and deliver programme/project outputs.

(b) Regulation 2.2C(ii): "co-financing" shall mean a resource mobilization modality through which contributions, as defined in 2.2C(iv), may be received in support of specified purposes consistent with the policies, aims and activities of UNFPA. These contributions may be in the form of cost-sharing or trust funds and shall be considered over and above the regular resources available for programmes.

(c) Regulation 2.2C(iv): "contribution" shall mean cash or in-kind resources received from a Government or intergovernmental institution; United Nations agencies; or non-governmental sources, including foundations or private sector organizations, as well as individuals. Contributions cover programme costs as well as programme support and management and administration costs.

(d) Regulation 4.11: The Executive Director shall report annually to the Executive Board on contributions above $100,000 received from non-governmental sources.

(e) Regulation 5.5: The Executive Director shall require reimbursement of managerial and support services costs associated with the management and administration of trust funds up to the amount authorized by the Executive Board.

(f) Regulation 17.2: The Executive Director shall ensure that, except for organizations of the United Nations system, executing agencies shall require their auditors to follow, to the extent feasible, the audit principles and procedures prescribed for the United Nations with respect to funds obtained from or through UNFPA, and shall ensure that each project is audited periodically as required by the Executive Director, but at least once in its lifetime.

2. Emphasizes the continuing need for organizing, well in advance of the appropriate Executive Board session, informal consultations with Board Members on proposed draft changes of financial rules and regulations, with a view towards ensuring that the proposed changes and the rationale are fully and clearly explained in an appropriate and useful format;

3. Recommends that the United Nations Population Fund seek, whenever feasible, the views of the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) on proposed changes of terminology in the Financial Rules and Regulations, with a view toward harmonization;

4. Encourages the United Nations Population Fund and the United Nations Development Programme to consult each other on the feasibility of developing a common regulation concerning contributions from non-governmental sources and to report to the Executive Board at its third regular session 2000;

5. Requests the Executive Director to keep the Financial Regulations under active review, including with regard to taking into account any adjustment that may facilitate the implementation of the United Nations Development Assistance Framework and to consult accordingly with members of the Executive Board.

28 January 2000

198. The Executive Board endorsed the standard rate of 7.5 per cent for reimbursement of AOS costs for UNFPA execution of co-financing trust-fund activities.

199. The Executive Board took note of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2000/5).

IX. TECHNICAL ADVISORY PROGRAMME 2000-2003

200. The Executive Board had before it a conference room paper on the establishment of a Country Technical Services Team (CST) office to cover the countries with economies in transition (DP/FPA/2000/CRP.1), submitted in response to paragraph 11 of decision 99/19 on the UNFPA Technical Advisory Programme, 2000-2003.

201. In introducing the paper, the Director, Division of Arab States and Europe (DASE), noted that the countries with economies in transition shared many population concerns which differed in nature from those of the countries in the Arab region and South Asia. Consequently, UNFPA had sought to establish a CST office that would focus exclusively on providing technical assistance to the countries with economies in transition and to Turkey. The problems faced by the 28 countries included: increased trends of maternal mortality and morbidity; reliance by women and young girls on abortion as a family planning method; rapid spread of sexually transmitted diseases in recent years, especially among young people; increased risk of HIV transmission resulting from unsafe sexual practices and injecting drugs; lack of adequate reproductive health information and services to address the needs of youth; low fertility and aging populations; and different forms of migration. She added that gender-based violence and discriminatory practices against women and young girls, including trafficking, had become serious problems that required the immediate attention of Governments and NGOs. She underscored that the Fund's multi-dimensional technical assistance would constitute a substantive contribution to the capacity-building efforts of the countries in the region. She noted that the staffing of the CST office would be met entirely from available resources by relocation of posts from the CSTs in Amman and Kathmandu. She observed that potential locations for the proposed CST office were carefully reviewed in accordance with the criteria delineated in the paper (DP/FPA/2000/CRP.1) and after due consideration of five options, it appeared that Bratislava, Slovakia, would be the most appropriate location for the CST office to cover the countries with economies in transition. The fact that Slovakia itself was a country with an economy in transition had played an important role in the selection.

202. During the ensuing discussion, several delegations took the floor to endorse the selection of Bratislava as the site of the CST office to cover the countries with economies in transition. Some delegations cited specific reasons for selecting Bratislava, including the fact that it represented a cost-effective choice; was located in the region to be served by the CST; offered good air and modern communication links with other countries in the region; and already had another United Nations regional office and a United Nations House. A number of delegations emphasized that the Executive Board should not engage in micro-management and that such matters as the one under discussion were best left to the Fund's management, in whom the Board had full confidence. One delegation, however, noted that it was appropriate to discuss such principles at a Board session. Another delegation stated that it strongly favoured country support teams and had been impressed by the work of the UNFPA CST operating in southern Africa. The delegation added that the CST to cover the 28 countries was small in size while the region was large, hence it would be essential for the CST to establish linkages with other institutions and organizations and to work in close collaboration with them, taking advantage of their capacities and areas of comparative advantage. The same delegation noted that in its view good air links did not constitute an important selection criteria. One delegation urged that support staffing in the CST office should be reviewed. Another delegation asked if, in view of the limited resources available, the Fund's intention was to provide technical expertise or access to reproductive health services. It further inquired whether the

establishment of the CST office would affect the level of UNFPA presence in the countries of the region.

203. The Permanent Representative of the Slovak Republic stated that his Government was honoured to offer its capital, Bratislava, as the site for establishing the CST office. He outlined the arguments in favour of the offer: (a) rent-free premises in the same building as the UNDP Regional Support Centre for Europe and the Commonwealth of Independent States; (b) low start-up and running costs would enable economic use of limited financial resources, for example, the basic indicator of administrative costs -- overhead cost per project or unit -- was only 4.58 per cent in the case of the UNDP Regional Support Centre as compared to the United Nations average of 10 per cent; (c) favourable geographic location in the heart of Europe and close proximity to the international airports in Vienna and in Bratislava; (d) good conditions for cooperation with governmental and non-governmental organizations, relevant to the work of UNFPA, established in Slovakia and Vienna, and technical possibilities for linkage and interconnections with other United Nations organizations and international institutions; and shared and/or similar needs and demands concerning population issues as the other countries in the region. The Permanent Representative added that the Slovak Government was ready to meet all requirements and provide all conditions necessary for a successful functioning of the UNFPA CST office and that once the Slovak Republic became a full-fledged member of OECD, as anticipated in the course of the year, it would be in a position to pledge financial resources to UNFPA.

204. The Deputy Executive Director (Programme) thanked the delegations for their constructive comments on the process and for endorsing the selection of Bratislava as the site of the CST office to cover the countries with economies in transition.

205. The Director, DASE, thanked the delegations for their useful comments and suggestions, which would help guide UNFPA. She assured the Executive Board that UNFPA would continue to maintain strong linkages with all the concerned agencies and organizations. She noted that in the countries with economies in transition, WHO and UNFPA were the main agencies working in the field of reproductive health. With regard to the staffing of the CST office, she pointed out that the posts were being relocated from an already reduced CST staffing plan. She underscored the increasing demand for technical services in the region. Concerning the issue of air links, she noted that it was important from the point of view of cost-savings and the saving of time.

206. The Executive Board took note of the selection of Bratislava, Slovakia, as the site of the UNFPA country technical services team office to cover the countries with economies in transition.

X. OTHER MATTERS

WHO/UNICEF/UNFPA Coordinating Committee on Health

207. The Executive Director presented an oral report on the outcome of the 2-3 December 1999 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health (CCH). The Executive Board also had before it, for background information, a conference room paper (DP/FPA/2000/CRP.2) containing the report of the meeting.

208. The Executive Director noted that the second meeting of the CCH had taken place at WHO headquarters at Geneva and had been attended by 16 members of the respective Executive Boards of WHO, UNICEF and UNFPA, representing all regions, the secretariat, and two observers from the World Bank and UNAIDS. She thanked the five UNDP/UNFPA Executive Board members from Botswana, Canada, Cuba, the Russian Federation and Thailand for their active participation in the discussions. She commended the collaborative process of the CCH. The ICPD+5 review and its outcome provided the main content for the discussion at the second meeting of the CCH. In her statement, the Director General, WHO, had noted the significance of the ICPD +5 consensus, and the commitment of WHO to partnership within the United Nations system through the UNDAF process. The Executive Director, UNICEF, had indicated that significant progress was within reach on all issues to be discussed and expressed the view that by focusing on fewer topics in future sessions, the collaborative process would be enhanced.

209. In her opening statement to the CCH meeting, the Executive Director, UNFPA, had welcomed the growth in coordinated programming at the country level, both in terms of content and timing. She had reminded participants of the paragraphs of the ICPD+5 "Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development" (General Assembly resolution S-21/2) that referred to the specific roles of United Nations agencies, as they were of particular relevance to the discussions of the CCH. She had highlighted the benchmark indicators contained in the document for education, access to reproductive health services, family planning, maternal mortality, and HIV/AIDS, as well as the need to strengthen mechanisms for collaboration at the country and international levels, not only among United Nations agencies but also with NGOs and the private sector. The CCH had discussed coordination of the follow-up to ICPD+5 in areas such as the analysis of data and the development of new indicators, and the framework for national health accounts developed in collaboration with the OECD and the World Bank.

210. She noted that a major item of the discussions was the issue of maternal mortality. There was a clear commitment to help countries achieve the ICPD+5 goals. The discussion focused on the policy shift towards improving care at childbirth, including the management for obstetrical emergencies, and the provision of quality family planning services as the main effective intervention to prevent maternal deaths and disabilities. That consensus was recently highlighted when the Joint Statement on Reduction of Maternal Mortality was published last October by WHO, UNFPA, UNICEF and the World Bank. Building on its experience in addressing the unmet need for family planning, UNFPA would continue to address the unmet need for essential obstetric care, within the framework of reproductive health in all countries. UNFPA would also be working in a number of countries with Columbia University's Averting Maternal Death and Disability Programme, which was funded by the Bill & Melinda Gates Foundation. The Fund would

also continue to implement preventive actions, such as preventing too early pregnancies and improving the nutritional status of girls and women, notably through the introduction of a multiple micro-nutrient supplement, an area where the CCH recommended a more active collaboration between WHO, UNICEF and UNFPA.

211. In the area of adolescent health and development, the ongoing fruitful cooperation between a large number of partners including WHO, UNFPA and UNICEF helped in raising the strength as well as the quality of each partner's contribution. The need for expanding the coverage of adolescent health and development programmes, including reproductive and sexual health, was discussed, as was the need for improving evaluation through a limited set of indicators. The CCH recommended the development of a practical tool to operationalize the existing joint programming framework. It was noted that the issues of parenting and community actions to address adolescents' specific needs should be included in the policy discussions, and concrete recommendations for action should be made.

212. She noted that the CCH had a role in the critical assessment of projects aimed at reducing mother-to-child transmission of HIV/AIDS through the administration of short-course anti-retroviral treatment. Beyond implementation and monitoring of pilot projects in eight countries, the CCH endorsed the global inter-agency initiative launched in 1998 by WHO, UNICEF and UNFPA with UNAIDS. Through the initiative, coordinated mechanisms were being enhanced. UNFPA in particular promoted counselling and testing as a right for all girls and women, before they become mothers, and noted the risk of stigmatization of mothers enrolled in these programmes. The CCH had also touched upon the relationships with the private sector, recommending that negotiations with industry be continued in order to increase the availability of low cost anti-retroviral drugs.

213. The interrelationship between global policy development and country-level action was at the centre of the CCH discussions. For example, much benefit could be gained from the experience of AIDS theme groups, and the CCH had recommended that the three secretariats explore the feasibility of establishing maternal health theme groups, as well as adolescent health and development theme groups, both as subsets of health theme groups. Those multisectoral theme groups should prepare a coordinated action plan to ensure streamlining of various initiatives, more effective programme implementation, and assistance to Governments in their efforts to raise the resources needed to achieve the objectives of the plan. In the area of immunization, the CCH discussed the impact of vertical activities on routine immunization services. The evidence supported a strengthening of health services, mostly through the development of integrated surveillance systems. The meeting had concluded that providing support to countries for strengthening the financing of basic health services was crucial.

214. The Executive Director noted that the next meeting of the CCH would review progress towards implementing the recommendations of the 1999 meeting. The only other topic for discussion would be sector-wide approaches (SWAps) on issues of common interest, such as adolescent health and development and maternal mortality reduction and their linkages with the strengthening and financing of health systems. Members from the respective Executive Boards would be encouraged to describe the experiences of their own countries, both with regard to SWAps and the collaboration amongst donors, NGOs and the Government. The meeting would take place early in 2001, in New York. The Executive Director underscored the importance of the CCH and affirming the commitment of UNFPA to the CCH process.

215. During the ensuing discussion, a number of delegations took the floor and welcomed the functioning of the CCH and its focus on results and hoped that it would lead to practical partnerships with others. One delegation, speaking also on behalf of another delegation, welcomed the common format of the reports and asked what mechanisms were in place to circulate the reports and to translate the CCH conclusions into action, particularly at the country level. The representative noted that UNFPA had a key role to play in the area of adolescent reproductive health and contraceptive security and welcomed the Fund's leadership in ensuring that SWAps were placed on the agenda of the CCH. She appreciated the focus on such issues as sexually transmitted diseases, mother-to-child transmission of HIV, and gender equity and equality, and stated that the Canadian International Development Agency had prepared gender guidelines, which could be provided to the CCH. She asked about the nature of the Fund's involvement in immunization and about the practical outcomes expected from the theme groups. Another delegation agreed with the emphasis of the CCH on maternal mortality reduction and adolescent reproductive health and stated that increased collaboration in those areas was very important.

216. One delegation, while noting that the CCH represented a major step at the level of the respective Boards, stated that continuity of membership was a problem. The same delegation expressed concern about the new Maternity Protection Convention of ILO and stressed that it should not be a step backwards for maternal and child health, adding that the issue of breastfeeding was an integral part of the discussion about mother-to-child transmission of HIV. The delegation urged UNFPA to work with ILO on the new Convention. Another delegation, while stating that the CCH covered an impressive range of issues, noted its concern about the breadth of the agenda and the possible imbalance towards reproductive health issues. The representative recommended paring down the agenda to four or five issues of shared concern and a focus on country-level impact. She observed that the experience with HIV/AIDS theme groups had been uneven and their success depended on the inclusion of other donors outside the United Nations system and the involvement of the Government of the host country and other stakeholders. Underlining the importance of benchmark indicators in the area of reproductive health, she welcomed the decision that WHO would convene a meeting on that topic. She added that representatives from developing countries and implementing agencies should be included in that meeting. With regard to polio eradication, she observed that the evidence was mixed and urged that funds be spent in a way to maximize impact.

217. In her response, the Executive Director noted that the CCH had already decided to narrow down its agenda to areas of mutual interest. The next meeting would focus on sector-wide approaches, mother-to-child transmission of HIV, the financing and strengthening of health systems, and newly emerging diseases. She observed that the subject of theme groups had been discussed and while recognizing that there might be an overload at the country level, it was also affirmed that there was an important need to coordinate joint action on priority issues, particularly in countries where maternal mortality was high and adolescent health problems were severe. She added that the issue would be explored and the results would be reported. She agreed that it was essential for the national Government and other development partners to be involved in the AIDS theme groups and concurred that the experience to date with the AIDS theme groups had been uneven. With reference to the query on immunization, she noted that UNFPA was involved in the maternal and neonatal tetanus initiative particularly in the areas of safe birth kits and injection safety. With regard to the Maternity Protection Convention, she

stated that the CCH member-agencies had agreed to write individually to ILO and the issue could also be taken up at the meeting of the Administrative Committee on Coordination. Concerning mother-to-child transmission of HIV, she noted that WHO had prepared guidelines regarding information on breastfeeding that should be provided to all pregnant women.

218. With regard to inter-agency collaboration at the country level, she urged the Executive Board members to investigate and assess the collaboration among United Nations agencies in their respective countries and to do so well before the next CCH meeting in 2001 so that the CCH could obtain a better idea of the situation at the country level. She added that the CCH information was disseminated among secretariat staff and that the secretariats of the three member-agencies carried out consultations on technical issues as follow-up to the CCH conclusions and findings. Meanwhile, a more practical need was to find out how the collaboration was functioning at the country level. She observed that with the move to regional technical teams, it might be useful to explore the possible value added by an inter-agency regional team that could focus on priority themes using the expertise of each agency. She added that UNFPA had experimented with this approach in Nepal in partnership with UNICEF. Also, all UNFPA gender advisers were now under the overall umbrella of UNIFEM. She concurred with the view that adolescent reproductive health and maternal mortality reduction were key areas in which the United Nations agencies must collaborate.

219. The Executive Board took note of the oral report on the outcome of the 2-3 December 1999 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health and the report of the meeting, as contained in DP/FPA/2000/CRP.2.

Address by Chairman of the Development Assistance Committee of the Organisation for Economic Co-operation and Development

220. The Chairman of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC), addressed the Executive Board on 26 January. A copy of the highlights of the 1999 Development Cooperation Report was distributed to the Board. The report had stressed three key strategies for development cooperation in the broadest sense: partnership, governance and policy coherence. Of particular note was the finding that the decline in official development assistance (ODA) had been halted in 1998, with the ODA of DAC members rising by $3.6 billion, or 9.6 per cent in real terms. The shortfall in ODA over the period 1992-1997 had been considerable and it might not be unjustified to believe that the lack of resources had played a role in the modest amount of progress recorded with regard to development. In 1999, however, the outlook was more promising, with emphasis on the implementation of the goals of development partnership. He underlined the importance of the UNDAF and cooperation among the United Nations, the World Bank and UNDP at the country level.

221. The Minister of Health of Botswana expressed gratitude for the assistance provided to her country. She underscored the high levels of poverty in southern Africa that were exacerbated by H'V/AIDS. That was a particularly difficult issue for those southern African countries which carried a high debt burden, making it difficult for them to be viable trading partners with their neighbours. In that regard, she urged all countries to write off debt to the most highly indebted developing countries.

222.One delegation noted that his Government had increased its ODA in 1998 by 14 per cent, at a time when its gross domestic product had zero growth. The speaker also emphasized the importance of work on indicators, an area in which UNDP had cooperated with OECD/DAC.

223.Another delegation raised a query regarding the process in the OECD/DAC on discussions concerning development financing, currently a key topic at the United Nations.

224.The Chairman of OECD/DAC noted that the ODA/GNP ratio had fallen to about 0.25 per cent in the 1990s, well below the 0.33 per cent average maintained in the 1970s and 1980s. In 1997, the lowest point of 0.21 per cent had been reached. That was some $20 billion per annum less than aid would have been had the previous level of effort been maintained. As stated, 1998 had been a turning point, and it was hoped that there would be further improvements in 1999. He emphasized the importance of joint work among multilateral organizations in the development of indicators. While the debt problem remained severe for many countries, he stated that the heavily indebted poor countries initiative had been a watershed event in bilateral-multilateral cooperation aimed at reducing the debt burden of the most heavily indebted countries to a sustainable level. In response to the query raised, he informed the Board that the OECD/DAC ministerial meeting in May 2000 would be devoted to the subject of development finance, including discussion of the roles of the private sector, microcredits and small enterprises. A seminar would be convened in late March 2000 to prepare for the ministerial meeting.

Closing remarks

225.The Chief, Executive Board Branch, highlighted the key points of the Executive Director's closing statement and noted that the Executive Director had been unable to attend the last meeting of the session because of another engagement, however, she had asked him to convey to the Board her sincere appreciation for the candid and open discussion and for the constructive guidance provided by the Board. UNFPA depended on the Board's leadership in ensuring both the substantive direction and financial resources required and expected of UNFPA. The Executive Director thanked the Executive Board members for being the Fund's key advisers and defenders.

226.With reference to the challenges that the workload related to the Executive Board brought to a small organization like UNFPA, he said that the Executive Director hoped that significant progress could be made in rationalizing and streamlining the work of the Board. The Chief said that the Executive Director had asked him to thank the Board for approving the intercountry programme. UNFPA had taken careful note of the comments and suggestions of the Board and would take them into account in implementing the intercountry programme. She also wished to convey her thanks to the many delegations that had expressed their support for the UNFPA partnership initiative in the critical area of contraceptive and reproductive health commodity security. She further thanked the Board for approving the financial regulations and for the careful review and support for all the other items on the agenda of the UNFPA segment.

227.The Chief also drew attention to the Executive Director's strong plea for increased resources for UNFPA in the year 2000. The goal for UNFPA for the year was $400 million, at the very minimum, to keep up the implementation of the ICPD Programme of Action. Never before had there been such a convergence of international agreement on

what to do, of years of programme experience on what worked and what did not and why, and of commitment to move forward with implementation of programmes. That unique opportunity must be seized and not missed.

228. The Director of the Bureau for Resources and Strategic Partnerships of UNDP, on behalf of the Administrator, thanked the Board for its tremendous efforts and work in connection with the decision on the Business Plans 2000-2003, which was of great importance to UNDP. The support to the Administrator's initiative was greatly appreciated. UNDP was particularly grateful to the President and the Vice Presidents for their extensive efforts over the past week. He recognized with appreciation those delegates for whom this was the last Board session: Mr. Yuan Lunxiang (China), Ms. Anneli Vourinen (Finland), Mr. David Prendergast (Jamaica) and Ms. Arunrung Phothong (Thailand).

229. The President thanked all for the support that had led to a successful outcome of the session, as well as the Secretariat, conference officers and interpreters for their contributions.

230. The Executive Board concluded its work by adopting the following decision:

2000/6. Overview of decisions adopted by the Executive Board at its first regular session 2000

The Executive Board

Recalls that during the first regular session 2000, it:

ITEM 1: ORGANIZATIONAL MATTERS

Elected the following members of the Bureau for 2000:

President:	H. E. Mr. Vladimir Galuška (Czech Republic)
Vice President:	H. E. Mr. Gert Rosenthal (Guatemala)
Vice President:	Mr. Tetsuo Kondo (Japan)
Vice President:	Mr. Mathe Matthews Diseko (South Africa)
Vice President:	Mr. Le Hoai Trung (Viet Nam)

Approved the agenda and work plan for its first regular session 2000 (DP/2000/L.1) as orally amended;

Approved the reports of the annual session 1999 (DP/1999/28) and of the third regular session 1999 (DP/2000/1);

Approved the annual work plan 2000 for the UNDP/UNFPA Executive Board (DP/2000/CRP.1) as orally amended;

Agreed to the following schedule of future sessions of the Executive Board in 2000:

Second regular session 2000:	3-7 April 2000
Annual session 2000:	13-23 June 2000 (Geneva)
Third regular session 2000:	11-15 September 2000

Agreed to the following tentative schedule of future sessions of the Executive Board in 2001:

First regular session 2001:	[22 January-2 February 2001 or 29 January-10 February 2001]
[Second regular session 2001:	19-23 March 2001]
Annual session 2001:	14-25 May 2001 (New York)
Third regular session 2001:	10-14 September 2001

Agreed to the subjects to be discussed at the second regular session 2000 of the Executive Board, as listed in the tentative agenda and workplan contained in the annex to the present decision;

UNDP SEGMENT

ITEM 2: BUSINESS PLANS, 2000-2003

Adopted decision 2000/1 of 28 January 2000 on the Administrator's Business Plans, 2000-2003;

Took note of the report on the comprehensive assessment of the UNDP 2001 change process (DP/2000/3);

ITEM 3: COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS

Approved the first country cooperation framework for Liberia (DP/CCF/LIR/1);

Took note of the following extensions of country cooperation frameworks:

First extension of the country cooperation framework for Angola	DP/CCF/ANG/1/EXTENSION I
First extension of the country cooperation framework for Mauritius	DP/CCF/ MAR/1/EXTENSION I
First extension of the country cooperation framework for Seychelles	DP/CCF/SEY/1/EXTENSION I
First extension of the country cooperation framework for Swaziland	DP/CCF/SWA/1/EXTENSION I

First extension of the country cooperation framework for Indonesia	DP/CP/INS/5/EXTENSION I
First extension of the country cooperation framework for the Republic of Korea	DP/CCF/ROK/1/EXTENSION I
First extension of the country cooperation framework for Belarus	DP/CCF/BLR/1/EXTENSION I
First extension of the country cooperation framework for Bosnia and Herzegovina	DP/CCF/BIH/1/EXTENSION I
First extension of the country cooperation framework for Bulgaria	DP/CCF/BUL/1/EXTENSION I
First extension of the country cooperation framework for Croatia	DP/CCF/CRO/1/EXTENSION I
First extension of the country cooperation framework for the Czech Republic	DP/CCF/CZE/1/EXTENSION I
First extension of the country cooperation framework for Estonia	DP/CCF/EST/1/EXTENSION I
First extension of the country cooperation framework for The former Yugoslav Republic of Macedonia	DP/CCF/MCD/1/EXTENSION I
First extension of the country cooperation framework for Georgia	DP/CCF/GEO/1/EXTENSION I
First extension of the country cooperation framework for Hungary	DP/CCF/HUN/1/EXTENSION I
First extension of the country cooperation framework for Latvia	DP/CCF/LAT/1/EXTENSION I
First extension of the country cooperation framework for Lithuania	DP/CCF/LIT/1/EXTENSION I
First extension of the country cooperation framework for Malta	DP/CCF/MAT/1/EXTENSION I
First extension of the country cooperation framework for Poland	DP/CCF/POL/1/EXTENSION I
First extension of the country cooperation framework for the Republic of Moldova	DP/CCF/MOL/1/EXTENSION I
First extension of the country cooperation framework for the Russian Federation	DP/CCF/RUS/1/EXTENSION I
First extension of the country cooperation framework for Slovakia	DP/CCF/SLO/1/EXTENSION I
First extension of the country cooperation framework for Slovenia	DP/CCF/SVN/1/EXTENSION I
First extension of the fifth country programme for Turkey	DP/CP/TUR/5/EXTENSION I
First extension of the country cooperation framework for Ukraine	DP/CCF/UKR/1/EXTENSION I
First extension of the country cooperation framework for Saint Helena	DP/CCF/STH/1/EXTENSION I
First extension of the regional cooperation framework for Europe and the Commonwealth of Independent States	DP/RCF/REC/1/EXTENSION I

Took note of the following country reviews:

First country review report for Bangladesh (DP/CRR/BGD/1)
First country review report for Botswana (DP/CRR/BOT/1)
First country review report for China (DP/CRR/CPR/1)
First country review report for Kazakhstan (DP/CRR/KAZ/1)
First country review report for Kyrgyzstan (DP/CRR/KYR/1)
First country review report for Viet Nam (DP/CRR/VIE/1)

Adopted decision 2000/2 of 25 January 2000 on assistance to East Timor;

ITEM 4: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Adopted decision 2000/3 of 26 January 2000 on regular funding and cash-flow management;

Adopted decision 2000/4 of 28 January 2000 on the revised Financial Regulations and Rules;

UNDP/UNFPA SEGMENT

ITEM 5: IMPLEMENTATION OF RECOMMENDATIONS OF THE BOARD OF AUDITORS

Took note of the UNDP report on implementation of recommendations of the Board of Auditors for the biennium 1996-1997 (DP/2000/6);

Took note of the UNFPA report on follow-up to the report of the Board of Auditors for 1996-1997: Status of implementation of recommendations (DP/FPA/2000/4);

ITEM 6: FIELD VISITS

Took note of the report of the field visit to Bulgaria and Georgia (DP/2000/CRP.2);

UNFPA SEGMENT

ITEM 7: COUNTRY PROGRAMMES AND RELATED MATTERS

Approved the following country programmes:

Assistance to the Government of the Islamic Republic of Iran (DP/FPA/IRN/3);
Assistance to the Government of Zimbabwe (DP/FPA/ZWE/4);

Approved the extension of and additional resources for the UNFPA country programme for Niger (DP/FPA/NER/4/EXT.1);

Approved the UNFPA intercountry programme, 2000-2003 (DP/FPA/2000/1), taking into account the comments of the Board as reflected in the report of the session;

Took note of the review of the UNFPA intercountry programme, 1996-1999 (DP/FPA/2000/1/Add.1);

ITEM 8: FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Endorsed the standard rate of 7.5 per cent for reimbursement of administrative and operational support costs for UNFPA execution of co-financing trust-fund activities;

Adopted decision 2000/5 of 28 January 2000 on the revised UNFPA Financial Regulations;

Took note of the Report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2000/5);

ITEM 9: TECHNICAL ADVISORY PROGRAMME, 2000-2003

Took note of the selection of Bratislava, Slovakia, as the site of the UNFPA country technical services team office to cover countries with economies in transition;

ITEM 10: OTHER MATTERS

Took note of the oral report on the outcome of the 2-3 December 1999 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health and the report of the meeting, as contained in DP/FPA/2000/CRP.2;

28 January 2000

Annex

SECOND REGULAR SESSION (3-7 APRIL 2000)

Item 1	**ORGANIZATIONAL MATTERS**
DP/2000/L.2	Provisional agenda, annotations, list of documents
DP/2000/9	Report of the first regular session 2000
DP/2000/10	Decisions adopted at the first regular session 2000
	UNFPA SEGMENT
Item 2	**UNFPA: SECTOR-WIDE APPROACHES**
DP/FPA/2000/CRP.3	UNFPA involvement in sector-wide approaches
Item 3	**UNFPA MULTI-YEAR FUNDING FRAMEWORK**
DP/FPA/2000/6	UNFPA: Report on multi-year funding framework
Item 4	**FUNDING COMMITMENTS TO UNFPA**
DP/FPA/2000/CRP.4	Report on funding commitments to UNFPA
	JOINT UNDP/UNFPA SEGMENT
Item 5	**REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL**
DP/2000/11 DP/FPA/2000/7	UNDP: Report to the Economic and Social Council UNFPA: Report to the Economic and Social Council
	UNDP SEGMENT
Item 6	**BUSINESS PLANS**
DP/2000/14	Sharing new ground in post-conflict situations: The role of UNDP in reintegration programmes
DP/2000/18	Role of the United Nations Development Programme in crisis and post-conflict situations

Item 7	**REPORT ON FUNDING COMMITMENTS TO UNDP**
ORAL	Report on emerging results of the multi-year funding framework
DP/2000/CRP.6	Report on funding commitments to the United Nations Development Programme
Item 8	**EVALUATION OF THE RELATIONSHIP BETWEEN UNOPS AND UNDP**
DP/2000/13	Evaluation of the relationship between the United Nations Office for Project Services and the United Nations Development Programme
Item 9	**COUNTRY COOPERATION FRAMEWORKS AND RELATED MATTERS**
DP/2000/12	Assistance to the Republic of the Congo: Note by the Administrator
DP/2000/16	Assistance to Afghanistan: Note by the Administrator
DP/2000/17	Earmarkings for the target for resource assignments from the core for 2000-2003
DP/CF/TCDC/1/EXT.I	First extension of the cooperation framework for technical cooperation among developing countries
DP/RCF/RLA/1/EXT.I	First extension of the first regional cooperation framework for Latin America
DP/CCF/ANG/1/EXT. I	First extension of the country cooperation framework or Angola
DP/CCF/KYR/2	Second country cooperation framework for Kyrgyzstan
DP/CCF/ZIM/2	Second country cooperation framework for Zimbabwe
DP/CRR/CMB	First country review report for Cambodia
DP/CRR/UZB/1	First country review report for Uzbekistan
DP/CRR/ZIM/1	First country review report for Zimbabwe

Item 10 **UNIFEM**

DP/2000/15 UNIFEM: Strategy and Business Plan 2000-2003

Item 11 **OTHER MATTERS**

TENTATIVE WORK PLAN
EXECUTIVE BOARD OF UNDP/UNFPA
SECOND REGULAR SESSION 2000
(3 TO 7 APRIL 2000)

DAY/DATE	TIME	ITEM	SUBJECT
MONDAY 3 APRIL	**A.M.**	1	Organizational matters: election of the Bureau; agenda and work plan; reports on the first regular session 2000
		3	UNFPA: Multi-year funding framework
	P.M.	3	UNFPA: Multi-year funding framework (continued)
		5	Reports to ECOSOC
TUESDAY 4 APRIL	**A.M.**	7	UNDP: Funding commitments to UNDP
	P.M.	4	UNFPA: Funding commitments to UNFPA
WEDNESDAY 5 APRIL	**A.M.**	6	UNDP: Business plans - Role of UNDP in crisis and post-conflict situations - Evaluation: Sharing new ground in post-conflict situations: Role of UNDP in reintegration programmes
	P.M.	8	Evaluation of relationship between UNOPS and UNDP
THURSDAY 6 APRIL	**A.M.**	9	UNDP: Country cooperation frameworks and related matters
	P.M.	10	United Nations Development Fund for Women
FRIDAY 7 APRIL	**A.M.**	2	UNFPA: Sector-wide approaches
	P.M.	11	Other matters
			Pending decisions
		1	Organizational matters

JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP/UNFPA AND UNICEF, WITH THE PARTICIPATION OF WFP

XI. UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK PROCESS IN INDIA

231. The President of the UNICEF Executive Board opened the joint meeting. He informed the Boards that a presidents' statement would be circulated later in the week. The Secretary of the Planning Commission of the Government of India introduced the United Nations Development Assistance Framework (UNDAF) for India. He noted that the UNDAF could engender far-reaching changes in the manner in which the United Nations system functioned in India, which could improve both its effectiveness and the recognition it received. The process of developing the UNDAF had been one of close collaboration between the United Nations system and the Government. He underlined that the primary objectives included in the UNDAF represented the collective decisions of a wide range of government agencies, including the Planning Commission, which had served as the focal point.

232. The UNDAF for India had two main objectives, gender equality and decentralization, both critical elements of the Government's ninth five-year plan. The objectives were chosen for their relevance to United Nations agency mandates and were determined to be precise enough to give adequate focus in programme design, implementation and evaluation. He noted that in addition to the Government, such stakeholders as civil society organizations, academic institutions and businesses had been involved.

233. With regard to gender equality, a targeted approach to the physical and economic welfare of women was required, reinforced at every possible point by the society at large and development agencies. For the objective of decentralization, accountability was a key element, in which localized services needed to include delivery that was accountable to the people who were served.

234. The United Nations Resident Coordinator/UNDP Resident Representative in India cited the 50 years of United Nations system cooperation with the Government, which had addressed a range of development priorities. She noted that the Minister of External Affairs of India had recently made a plea for development to be the cross-cutting theme of the United Nations, and he called for strengthening the United Nations development system. India itself had reached many development milestones, she underlined, with the United Nations development system contribution constituting less than 6 per cent of ODA, which in turn was only a fraction of India's total development effort. In that regard, the United Nations system contribution could be seen more in terms of ideas, exchange of expertise and pilot projects which had been widely replicated. United Nations organizations were already working closely with the Government on the two objectives of the UNDAF. It was believed that greater synergy among the organizations would bring greater effectiveness.

235. The UNFPA representative in India described the process of developing the UNDAF, beginning with the establishment of a task force in 1997. Gender equality was selected as the first objective, as it cut across the work of all United Nations organizations and required a holistic approach, which included the Government, NGOs and other partners. A workshop held in early 1999 identified decentralization, a process that had been growing in importance in India since 1992, as the second focus area for the UNDAF.

Decentralization was also seen as a means to correct gender imbalances and promote women's empowerment. As a next step, the goals to be achieved in gender equality were defined: (a) renegotiation of gender relations within the household and the community; (b) greater access and control over resources by women; (c) expanded participation of women in all spheres, including reproductive decisions, political institutions and the market place; and (d) greater discussion and dialogue on policies and legislation on equal rights for men and women. As regards decentralization, the following focus areas were defined: (a) participation in decision-making by the least advantaged groups, including women; (b) enhanced effectiveness and efficiency in the delivery of basic social services as a result of community management; and (c) greater transparency and accountability of local government programmes.

236. The World Food Programme (WFP) representative in India discussed the operational objectives of the UNDAF process, noting that the United Nations system had more organizations in India than in any other country and covered a wider range of mandates. The UNDAF process would facilitate harmonization of programming cycles and operational procedures among the United Nations organizations and with the Government. As a first step in operationalizing the UNDAF, areas of collaboration were identified. With regard to gender equality, it was determined that a gender policy assessment, including the development of tools and indicators, would provide a frame of reference for choosing priority areas. Collaborative actions between organizations, parallel programmes based on a common problem and joint programmes or projects developed by several United Nations bodies were under consideration. The United Nations system would work with the Government to ensure that both objectives of the UNDAF were included in the Government's next five-year plan.

237. The UNICEF representative in India cited the dialogue to improve collaboration and development activities as one of the most interesting features of the UNDAF process. Areas of cooperation had included a common position paper on child labour, work in HIV/AIDS through the Joint United Nations Programme on HIV/AIDS, primary education and, in response to the super cyclone in Orissa in October 1999, collaborative efforts through the United Nations Disaster Management Team. United Nations organizations were beginning to re-examine their programmes, taking into account the promotion of gender equality and strengthening of decentralization, and were attempting to allocate and channel resources for collective action. He noted that in a country the size of India, and with the relatively small financial contribution of the United Nations system, the extent to which the system could promote new ideas, leverage public support and encourage the channelling of public resources into critical areas was of great relevance. Bilateral partners had responded very positively to the UNDAF process. Forging of partnerships with other development agencies had also been very effective, especially in such areas as giving women a public voice and increasing attention to disadvantaged girl children.

238. The President of the Executive Board of WFP took over as Chair. Many delegations welcomed the presentations and information provided on the UNDAF process in India, which they felt was a positive example of collaboration at the country level. Speakers praised the clarity of the objectives and noted the full ownership of the Government, as well as the harmonization with the ninth five-year plan.

239. Delegations raised a number of issues in response to the presentations. Given the vast size of the country, some speakers wondered whether the actions of the United Nations

country team would have a lasting effect in promoting gender equality and decentralization. Information on operationalization of the UNDAF at the national, state and local levels was sought.

240.Many questions addressed the programming processes of the United Nations organizations in India, including how the country team had adapted to the long-term planning cycle of the Government, and if country programmes of individual organizations had been affected. Several delegations noted the high quality of the common country assessment (CCA) in India. Queries were raised about problems faced in joint programming; maintenance of the individual identity of participating organizations; the time-frame for collaborative action; incorporation of global conference goals in the UNDAF; and phasing out of less strategic activities. Some speakers requested specific information on programmes, including cooperation in emergency situations and whether disadvantaged women were involved in planning processes. One delegation queried whether children were included in decision-making in programmes on their behalf, and whether disabled people were given rights to health and education. The same speaker requested information on whether the rights-based approach of UNICEF had affected programming in other organizations. Another delegation queried whether reporting by country offices had been streamlined through the UNDAF process.

241.Some delegations requested information on the percentage of funding that was devoted to the UNDAF by each fund and programme. Others expressed interest in the amount of savings achieved. One delegation queried whether joint resource mobilization had taken place. With regard to cooperation with the Government, speakers raised queries about internal coordination between departments and ministries and coordination between central and local governments, as well as about the impact of the UNDAF on the work of the ministries.

242.Several speakers requested information on the role of other organizations in the UNDAF process, including, in particular, the World Bank. Many delegations mentioned the World Bank Comprehensive Development Framework (CDF). Some speakers queried whether bilateral donors could have a more enhanced collaborative role in the process. One delegation underlined the need for strategic partnerships beyond the UNDAF, including with the private sector, particularly in information technology.

243.A number of delegations underlined that the teamwork described had indicated that much progress could be achieved. Information was requested on monitoring of progress of the UNDAF. Others queried how lessons learned in India would benefit other UNDAF countries, including smaller countries.

244.The President of the Executive Board of WFP noted the interest of the members of the FAO Council, as well as of the governing body of the International Fund for Agricultural Development, in the CCA and UNDAF processes. The Executive Board of WFP had cited many positive aspects of the process as well, noting the savings inherent in United Nations coordination. The transparent identification of problems in the UNDAF process in the papers and the oral presentations had been very useful. She noted that in India there had been much progress in achieving food security, yet it remained a problem in some areas. She hoped that food security would continue to be a focus in taking account of the needs of vulnerable groups in the country.

245. The Secretary of the Planning Commission, Government of India, underlined that the UNDAF should not be measured in terms of dollars spent, because grant aid accounted for a very small portion of India's annual development budget. The important element was to maximize the impact - and mainstream the stated objectives - of gender equality and decentralization. He noted the synergy between multilateral donors and bilateral agencies, as well as cooperation with the Bretton Woods institutions. Lessons learned and information sharing were particularly important factors in the UNDAF process. With regard to the specific objectives of the UNDAF in India, he noted that efforts in achieving gender equality and decentralization must relate to the nature of the problem, and that funds, policies and projects should be integrated to maximize benefits to target groups. Planning committees had been established to coordinate the development efforts of the ministries involved in the UNDAF process. He noted that the UNDAF should not be seen as a programme that would supplant other development efforts, but rather as a tool to improve performance and impact.

246. The United Nations Resident Coordinator/Resident Representative cited cooperation with the World Bank throughout the UNDAF process and noted that India was not developing a CDF. She informed the Boards that the World Bank was in the process of designing a gender mainstreaming policy and had assisted the UNDAF process with provision of expertise in gender mapping, participation in inter-agency exercises and co-sponsorship of workshops. She responded to a number of other queries raised, including affirming the intention to work with the private sector on information technology, the need for a new, non-appeal process for disaster relief and the positive effect of the "capabilities approach" in assessing gender equality.

247. The UNICEF representative cited the positive feedback the country team had received for its disaster management in responding to the cyclone in Orissa. He noted that the disparity between the planning cycle of the Government of India and the country programmes of individual funds and programmes would be overcome in harmonization of programme cycles with the Government's tenth five-year plan in 2003. He cited the success of working in a decentralized government structure, with the funds and programmes operating at the state level. In that regard, he noted that a great deal of funding was being funnelled directly through states. In the area of HIV/AIDS, he stated that the United Nations Theme Group comprised bilateral and multilateral organizations, including the World Bank, together with the Government. One of the lessons learned had been that it was not necessary to place all United Nations activities into an UNDAF; rather, focusing on strategic themes could add value. Experience had shown that rapid and effective collaboration was possible, even within existing procedures of each organization.

248. The UNFPA representative underlined that the large number of United Nations organizations in India made the process somewhat slower than in other UNDAF countries. Much had been achieved in collaborative action, he noted, and more was expected over the next two to three years, before the start of the next planning cycle. The campaign on violence against women was an excellent example of United Nations agencies working together to produce results. He stated that savings had been identified in operational areas. He noted that bilateral organizations could be involved at both national and state levels in connection with each UNDAF objective, with bilateral participation in the HIV/AIDS theme group a good example.

249. The WFP representative stated that some joint programming had been initiated, such as in disaster management. He cited the common databases and indicators developed through inter-agency processes as positive examples of collaboration, including at the district level. Food security would be taken into consideration in the UNDAF process in connection with the focus objectives.

250. The President of the Executive Board of UNDP/UNFPA closed the joint meeting with a summary of the discussion. He acknowledged the dynamic leadership of the Government of India in the direction and ownership of the UNDAF process. During the meeting, a lively and comprehensive debate had taken place, with many important suggestions and comments. He noted that the strategic focus of the UNDAF in India in promoting gender equality and decentralization, backed by a well-articulated CCA, was in line with General Assembly resolution 53/192. The inter-agency working groups at the country level had been strengthened with the direct involvement of the Government and bilateral development agencies. The UNDAF process in India had been very inclusive, with a spirit of collaboration firmly in place. The comments on working closely with the Bretton Woods institutions were noted. In sum, the meeting had been very constructive, and future joint meetings would be considered when agenda items were such that joint deliberations would bring added value to the organizations concerned.